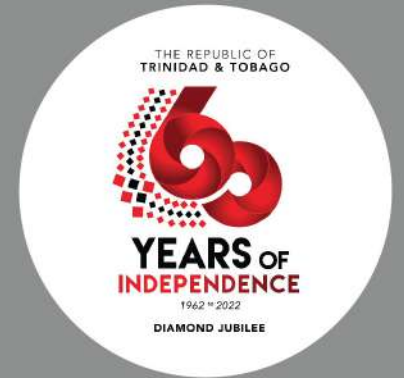




Government of the Republic of Trinidad and Tobago

# THREE-YEAR PUBLIC SECTOR INVESTMENT PROGRAMME 2023-2025

Tenacity and Stability  
in the Face of Global Challenges





# THREE-YEAR PUBLIC SECTOR INVESTMENT **PROGRAMME** **2023-2025**

MINISTRY OF PLANNING AND DEVELOPMENT  
SEPTEMBER 2022



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INDICATIVE ALLOCATION BY THEMATIC AREAS AND SECTOR

# ABBREVIATIONS

<b>AATT</b>	Airports Authority of Trinidad and Tobago
<b>ANRRIA</b>	A.N.R. Robinson International Airport
<b>APEX</b>	Advance Proficiency Entrepreneurship Excellence
<b>BAP</b>	Business Accelerator Programme
<b>CATT</b>	Children's Authority of Trinidad and Tobago
<b>CARIRI</b>	Caribbean Industrial Research Institute
<b>CARICOM</b>	Caribbean Community
<b>CCTV</b>	Closed Circuit Television
<b>CHINS</b>	Children In Need of Supervision
<b>COSTAAT</b>	College of Science, Technology and Applied Arts of Trinidad and Tobago
<b>CSO</b>	Central Statistical Office
<b>CDB</b>	Caribbean Development Bank
<b>ECCE</b>	Early Childhood Care and Education
<b>ECIAF</b>	Eastern Caribbean Institute for Agriculture and Forestry
<b>EDF</b>	European Development Fund
<b>EMA</b>	Environmental Management Agency
<b>EDMS</b>	Electronic Document Management System
<b>EPOS</b>	East Port of Spain Development Company Limited
<b>EU</b>	European Union
<b>GDP</b>	Gross Domestic Product
<b>GIS</b>	Geographic Information System
<b>GORTT</b>	Government of the Republic of Trinidad and Tobago
<b>GPS</b>	Global Positioning System
<b>HoJ</b>	The Hall of Justice
<b>HDC</b>	Housing Development Corporation
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
<b>HSF</b>	Heritage and Stabilisation Fund
<b>HVAC</b>	Heating ventilation and Air Conditioning
<b>ICT</b>	Information Communication Technology
<b>IDB</b>	Inter-American Development Bank
<b>IDF</b>	Infrastructure Development Fund
<b>IFMIS</b>	Integrated Financial Management Information System
<b>IMA</b>	Institute of Marine Affairs
<b>IDCD</b>	International Development Corporation Division
<b>IP</b>	Internet Protocol
<b>PPRD</b>	Project Planning and Reconstruction Division
<b>FMIS</b>	Financial Management Information Systems
<b>MRDLG</b>	Ministry of Rural Development and Local Government
<b>MALF</b>	Ministry of Agriculture, Land and Fisheries
<b>MDAs</b>	Ministries/Departments and Agencies
<b>MCDCA</b>	Ministry of Community Development, Culture and the Arts
<b>MIC</b>	Metal Industries Limited

# ABBREVIATIONS

<b>MICS</b>	Multiple Indicator Cluster Survey
<b>MTSC</b>	Maintenance, Training and Security Company Limited
<b>MSCD</b>	Ministry of Sport and Community Development
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>MPADT</b>	Ministry of Public Administration and Digital Transformation
<b>MFCA</b>	Ministry of Foreign and CARICOM Affairs
<b>MEEI</b>	Ministry of Energy and Energy Industries
<b>MOE</b>	Ministry of Education
<b>MOL</b>	Ministry of Labour
<b>MNS</b>	Ministry of National Security
<b>MHUD</b>	Ministry of Housing and Urban Development
<b>MSDFS</b>	Ministry of Social Development and Family Services
<b>MSW</b>	Municipal Solid Waste
<b>MOF</b>	Ministry of Finance
<b>MOT</b>	Ministry of Tourism
<b>MOWT</b>	Ministry of Works and Transport
<b>MPD</b>	Ministry of Planning and Development
<b>MSYA</b>	Ministry of Sport and Youth Affairs
<b>MORDLG</b>	Ministry of Rural Development and Local Government
<b>MTI</b>	Ministry of Trade and Industry
<b>MTCA</b>	Ministry of Tourism, Culture and the Arts
<b>MYDNS</b>	Ministry of Youth Development and National Service
<b>NALIS</b>	National Library and Information System Authority
<b>NAMDEVCO</b>	National Agricultural Marketing and Development Corporation
<b>NAPA</b>	National Academy for the Performing Arts
<b>NPSCD</b>	National Policy on Sustainable Community Development
<b>NDS</b>	National Development Strategy
<b>NCSHL</b>	National Commission for Self Help Limited
<b>NEDCO</b>	National Entrepreneurship Development Company
<b>NEP</b>	National Environmental Plan
<b>NESC</b>	National Energy Skills Centre
<b>NSMP</b>	National Social Mitigation Plan
<b>NGOs</b>	Non-Governmental Organisations
<b>NIDCO</b>	National Infrastructure Development Company
<b>NIHERST</b>	National Institute of Higher Education, Research, Science and Technology
<b>NSITT</b>	National Statistical Institute of Trinidad and Tobago
<b>OPM</b>	Office of the Prime Minister
<b>OSHA</b>	Occupational Safety and Health Act
<b>PATT</b>	Port Authority of Trinidad and Tobago
<b>PSA</b>	Public Service Academy
<b>PIA</b>	Piarco International Airport
<b>PMIS</b>	Project Management Information System



# ABBREVIATIONS

<b>PSIP</b>	Public Sector Investment Programme
<b>PSB</b>	Public Screening Brief
<b>PTSC</b>	Public Transport Service Corporation
<b>RRR</b>	Roadmap to Recovery Report
<b>RHA</b>	Regional Health Authority
<b>RE&amp;EE</b>	Renewable Energy and Energy Efficiency Initiatives
<b>RHAs</b>	Regional Health Authorities
<b>SAPA</b>	Southern Academy for the Performing Arts
<b>SIM</b>	Sectoral Innovation Mapping
<b>SDGs</b>	Sustainable Development Goals
<b>SWRHA</b>	South West Regional Health Authority
<b>SSE</b>	Social Support and Empowerment
<b>SEW</b>	Single Economic Window
<b>STEM</b>	Science, Technology, Engineering and Maths
<b>SWMCOL</b>	Solid Waste Management Company
<b>THA</b>	Tobago House of Assembly
<b>THTI</b>	Tobago Hospitality and Tourism Institute
<b>TGU</b>	Trinidad Generation Unlimited
<b>TTBS</b>	Trinidad and Tobago Bureau of Standards
<b>T&amp;TEC</b>	Trinidad and Tobago Electricity Commission
<b>TTCG</b>	Trinidad and Tobago Coast Guard
<b>TTPOST</b>	Trinidad and Tobago Postal Corporation
<b>TTFS</b>	Trinidad and Tobago Fire Service
<b>TTPS</b>	Trinidad and Tobago Police Service
<b>TTR</b>	Trinidad and Tobago Regiment
<b>UDeCOTT</b>	Urban Development Corporation of Trinidad and Tobago
<b>UTT</b>	University of the Trinidad and Tobago
<b>UWI</b>	University of the West Indies
<b>VACC</b>	Virtual Access Customer Centres
<b>WASA</b>	and Sewerage Authority
<b>WRAP</b>	Wind Resource Assessment Programme
<b>WTP</b>	Water Treatment Plant
<b>WWTP</b>	Wastewater Treatment Plant
<b>YTC</b>	Youth Training Centre
<b>YTEPP</b>	Youth Training Entrepreneurship Partnership Programme
<b>YDACs</b>	Youth Development and Apprenticeship Centres

# INTRODUCTION



# INTRODUCTION

Trinidad and Tobago along with the rest of the world faced unprecedented adversities as a result of the COVID-19 pandemic. However, the country still faces challenges in the medium term as it relates to maintaining socio-economic stability, increased investment of resources, and adapting the economy into the new digital era.

The Public Sector Investment Programme (PSIP) is one of the key development instruments and strategic management tools to translate the national development objectives of the Government into viable programmes and projects geared towards achieving the desired national outcomes. In 2022, the Government has reintroduced the Three Year Public Sector Investment Programme for the period 2023-2025, which outlines a three-year investment portfolio of capital programmes and projects that is aligned to the National Development Strategy 2016-2030 (Vision 2030) second planning horizon 2021-2025 and which will be the key mechanism for coordinating the implementation of medium term economic policy objectives. The medium term outlook to budgeting also seeks to effectively link policy, planning, budgeting and measurement of performance.

Over the medium term, the Government is working towards outlining a core set of sustainable programmes and projects, with careful regard to the likely availability of financial resources, even in the context of the vulnerability of revenue inflows to external shocks, as well as giving consideration to the implementation capability challenges.

Given that this multi-year PSIP is considered one of the principal implementation mechanisms of the national policy framework, it will assist in achieving greater coherence and effectiveness in the execution of the national development objectives. The three-year PSIP further reinforces the overall focus of the Ministry of Planning and Development to integrate and articulate Government's approach to development on the basis of shared priorities and cross cutting interventions.

The formulation of the PSIP 2023-2025 was based on an evaluation and prioritisation of projects against key policy measures and strategies as outlined in Vision 2030. The second planning horizon 2021-2025 was also informed by the Roadmap for Recovery Report (RRR) and Community Recovery Report CRR). Accordingly, the three-year PSIP 2023-2025 focuses on nine (9) development priorities for the medium term 2021-2025 that were detailed in the 2022 PSIP. These priorities have served to align our programmes and projects along with the specific interventions and in keeping with the Goals and Strategies of Vision 2030. These priorities are:

## **PRIORITY AREA 1:**

Fostering citizen safety and security;

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## **PRIORITY AREA 2:**

Protecting the Vulnerable;

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# INTRODUCTION

## **PRIORITY AREA 3:**

Ensuing Food Safety and Security;

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## **PRIORITY AREA 4:**

Improving Public Health;

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## **PRIORITY AREA 5:**

Building Climate and Environmental Resilience;

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## **PRIORITY AREA 6:**

Invest in Strategic Sectors to Create Growth and Jobs;

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## **PRIORITY AREA 7:**

Creating a Digital Nation;

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## **PRIORITY AREA 8:**

Rationalising Public Investment for Greater Efficiency and Effectiveness; and

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## **PRIORITY AREA 9:**

Economic Recovery: Building Lives and Livelihoods.

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# INTRODUCTION

The three-year PSIP will streamline the portfolio of projects to ensure (i) close alignment with the national priorities, (ii) impact people and communities, (iii) reduction of development programme expenditures that have become characterised as annual requests for disbursements, without due regard to proper project conceptualisation, feasibility analysis and planning principles (iv) a shift in emphasis from isolated projects to long-term integrated investment programmes formulated with reference to a public investment strategy determined by national objectives.

Therefore, the purpose of a three-year PSIP is to complement the National Development Strategy within its medium term horizons as well as to:

- be a primary programming tool for identifying and listing specific programmes and projects as well as activities to achieve the broader sectoral goals and targets;
- attract investment;
- be the mechanism for allocating resources to investment programmes that are nationally identified priorities highlighted in the national development strategy, as well as a tool for monitoring the progress of this alignment over time.



# THE MACRO-ECONOMIC FRAMEWORK



# THE MACRO-ECONOMIC FRAMEWORK

Overall, while the macro-economic framework for the medium term 2023-2025 presents some challenges, there are factors that will enable Trinidad and Tobago to manoeuvre through these difficulties. These factors include growth in the Heritage and Stabilisation Fund (HSF) and adequate import cover, and continue to implementation of the pandemic recovery measures.

## GLOBAL CONTEXT

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After the devastating effects of the COVID-19 pandemic, economies continue to increase their resilience through, *inter alia*, containment of the spread of the virus and expansion of vaccination programmes; restoration of livelihoods; reopening of country borders and continued protection of vulnerable groups. This global thrust to “Build Back Better” resulted in a global growth projection of 6 percent in 2021 by the International Monetary Fund (IMF). In 2022, as global economic activity continued to grow albeit at a slower than anticipated pace, the ongoing conflict between Russia and Ukraine has now stymied efforts toward full recovery. The impact of the conflict is expected to affect four (4) main areas globally, namely: inflationary pressures as commodity prices increase and disposable incomes remain unchanged, disrupted supply and value chains, increased flows of refugees, and reduced business and investor confidence which can tighten capital outflows especially in emerging markets. As a result, global growth projections have been revised downward to 3.2 percent in 2022 by the IMF and 2.9 percent by the World Bank.

## LOCAL CONTEXT

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In relation to the Trinidad and Tobago context, domestic real GDP growth recorded a 7.4 percent contraction in 2020 and a 1 percent contraction in 2021<sup>1</sup> yet it is projected to grow by 5.5 percent in 2022<sup>2</sup>. GDP increased from TT \$140 billion in 2020, during the height of the pandemic to TT \$180 billion in 2021. Some of the factors influencing this growth included the reopening of borders, an increase in the vaccination rate of the population which facilitated the further reopening of the economy and an increase in the performance of both the energy and non-energy sectors. The prices of crude oil and natural gas surged by 90 and 180 percent respectively as at September 28, 2021, when compared to the average prices in 2020<sup>3</sup>. This provided favourable conditions to address several budgetary issues, improve the country’s fiscal standing by reducing the budget deficit and improving the country’s credit rating.

Global inflationary pressures have penetrated the domestic market as a result of supply chain challenges experienced during the pandemic and have now been exacerbated by the ongoing conflict. The All Items section Index between January and December 2021 increased from 109.9 to 113.3. The monthly inflation rate more than doubled from 0.9 percent to 2.0 percent over the same period. There were several sections of the All Items Index for the year 2021 that contributed to the doubled inflation rate for the annual period January to December 2021 and included increases in housing, water, electricity, gas and other fuels, influenced primarily by home ownership; furnishings, household equipment and routine maintenance of the house; and health. A comparison of the monthly inflation rate showed a continuous increase from 1.1 percent in June 2021 to 4.5 percent in June 2022.

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<sup>1</sup> Ministry of Finance Review of the Economy 2021

<sup>2</sup> International Monetary Fund (IMF)

<sup>3</sup> Ministry of Finance Review of the Economy 2021

## THE MACRO-ECONOMIC FRAMEWORK

In the first and second quarters of 2022, the Food and Alcoholic Beverages sub-index contributed to the increase in inflationary pressures. A continuation of the conflict is expected to further influence inflationary pressures in areas such as food and energy.

Increased economic activity from the reopening of the sectors in the aftermath of the COVID-19 pandemic facilitated the return to work for those persons whose livelihoods were temporarily halted. The unemployment rate was recorded at 4.2 percent in 2019 which then increased to 5.6 percent in 2020, reflecting the job losses experienced during the height of the pandemic. In 2021, the unemployment rate fell slightly to 5.4 percent. The unemployment rate was higher amongst females than males as 5.4 percent and 4.8 percent were recorded for males in 2020 and 2021, while female unemployment was recorded at 6 percent and 6.1 percent for the same period. As the economy fully reopened in the second quarter of 2022, economic activity in all sectors once again had the opportunity to generate income. It is expected that as a result of these favourable conditions, economic recovery and, restoring lives and livelihoods could be realised and therefore to be a medium-term priority of the Government. This will include support for job creation initiatives in both the energy and non-energy sectors. Greater emphasis is being placed on providing opportunities for the youth, vulnerable groups, gender-based and entrepreneurial employment.

Gross Official Reserves improved from US\$6,625.5 million in 2019 to US\$7,305.1 million at the end of September 2020, equivalent to 8.7 months of import cover, compared to 7.5 months of import cover, in March 2020. Greater inflows to the reserves for the first half of 2020 as a result of withdrawals from the HSF as well as proceeds from Central Government external borrowings, contributed to the 10.3 percent increase. At the end of August 2021, Gross Official Reserves amounted to US\$7,126.1 million representing 8.7 months of import cover, US\$172.3 million higher than the level recorded at the end of 2020. The improvement in the stock of reserves reflected the IMF allocation of Special Drawing Rights (SDR) \$450.3 million (approximately US\$644.0 million) to Trinidad and Tobago on August 23, 2021.

The HSF registered an 11.75 percent return for the financial year 2021, making it its strongest annual performance to date, up from 8.20 percent in 2020. The Fund's performance was driven by its exposure to global equity markets. In an effort to combat the effects of the pandemic, a total of US \$600 million was withdrawn from the Fund as a result of the amended HSF Act, which allows for withdrawals from the Fund for a declared dangerous infectious disease declared under the Public Health Ordinance. In 2021, the Fund's Net Asset Value fell to US \$5,463.9 million from US \$5,731.8 million in 2020 <sup>4</sup>.

In July 2022, Trinidad and Tobago's credit rating was upgraded to BBB- by Standard and Poor's Investment grade rating reflective of the country's credit strength. The country's outlook was also changed from negative to stable and provides opportunities for the country to attract more foreign direct investment. This augurs well for the country's development over the medium term.

<sup>4</sup> Ministry of Finance, Heritage and Stabilisation Fund Annual Report, 2021



## MEDIUM TERM OUTLOOK

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As the Russia-Ukraine conflict continues to negatively impact global forecasts, concerns over global trade recovery and inflationary pressures from commodity price increases remain. In addition to the conflict, a contraction in global output, tighter financial conditions as a result of high inflation rates in the US and Europe, as well as slowdowns in China due to virus outbreaks, have dampened prospects for continued recovery. Previously mentioned forecasts for growth in 2022 are reflective of this, while the global outlook for 2023 by the IMF indicates an even lower projection of 2.9 percent. The IMF, in its World Economic Outlook of July, 2022, indicated that the war in Ukraine could interrupt European gas imports from Russia; inflation could be harder to control; debt containment could become an issue in emerging and developing markets; continued suppression of Chinese growth; and geopolitical fragmentation, could impede global trade and cooperation.

Advanced economies are forecasted to grow by 2.5 percent in 2022 and 1.4 percent in 2023, while emerging market and developing economies are predicted to grow by 3.6 percent in 2022 and 3.9 percent in 2023. In the Latin America and Caribbean (LAC) Region, the IMF has projected economic growth of 3 percent in 2022, with a decline to 2 percent growth predicted in 2023. The Economic Commission for Latin America and the Caribbean (ECLAC) projects that 2022 will record a 2.1 percent growth rate for the region. The January 2022 report indicated that 30 percent of the jobs lost in 2020 were not recovered in 2021 as the inequality gap between men and women widened. It further predicted that the unemployment rate will be higher among women than men with an 11.5 percent rate forecasted for women and 8 percent for men. ECLAC also identified the increase in the prices of goods and services as a worrying trend as inflationary pressures increased in 2021 in the majority of the region's countries (excluding Argentina, Haiti, Suriname and Venezuela).

The IMF's March 2022 projection for Trinidad and Tobago indicated an increase in economic growth of 5.5 percent as a result of a recovery in oil and gas production.<sup>5</sup> The fiscal deficit is also expected to reduce to 7.5 percent in fiscal 2022, reflective of high revenue and modest spending cuts. On the development side, the Government continues to implement recovery and resilience building measures centred on the areas of digitisation and diversification, increasing food security and leaving no-one behind by maintaining social protection for the vulnerable.

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<sup>5</sup> IMF, World Economic Outlook Database (April 2020)

# CONNECTING THE DOTS - SUSTAINABLE DEVELOPMENT GOALS



## CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development was launched by a UN Summit in New York over the period 25-27 September 2015 and is aimed at ending poverty in all its forms. The UN 2030 Agenda envisages “a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination”. The Agenda’s 17 Sustainable Development Goals (SDG), and their 169 targets, aim at eradicating poverty in all its forms and “seek to realise the human rights of all and achieve gender equality”.

The principal vehicle for localisation of the SDGs in Trinidad and Tobago has been the National Development Strategy 2016-2030 (Vision 2030), which provides the overarching parameters within which the country conducts its voluntary national review. Vision 2030 navigates the country towards socio-economic prosperity by the year 2030, in line with its commitment to meet the SDGs and address national issues. It addresses the cross-cutting issues of gender, environment and human security across the three (3) dimensions of sustainable development: economic, social and environmental. Vision 2030 integrated and prioritised all 17 SDGs across the five (5) thematic areas of the national strategy.

The next step in the localisation process entails ensuring that the national Vision 2030 goals are incorporated into sector plans and into organisations’ strategic and operational plans at the national, regional and local levels.

The three-year PSIP seeks to support a medium term programming agenda that would facilitate the achievement of the SDGs at the national level. Government, through the PSIP, as one aspect of policy implementation, will ensure and coordinate the active mobilisation and participation of all sectors of society to achieve the global goals. According to the United Nations, localising the SDGs is “the process of taking into account subnational contexts in the achievement of the 2030 Agenda from the setting of goals and targets, to determining the means of implementation and using indicators to measure and monitor progress. Localisation relates to how local and regional governments can support the achievement of the SDGs through action from the bottom up and to how the SDGs can provide a framework for local development policy”.<sup>6</sup> This definition recognises the importance of governance arrangements at the regional level (the city and regional corporations in the case of Trinidad and Tobago) and the local level (the municipalities which form the next lower tier in a country’s governance structure).

### TRINIDAD AND TOBAGO’S FIRST VOLUNTARY NATIONAL REVIEW

Trinidad and Tobago’s first Voluntary National Review (VNR), which was presented at the High-Level Political Forum of the UN General Assembly in June 2020, underscored the Government’s commitment to sustainable and inclusive development that leaves no one behind. The VNR process engaged stakeholders, assessed the localisation of the SDGs and identified pathways for accelerating action toward sustainable development and implementing the 2030 Agenda.

The VNR focused on eight SDGs - 3, 4, 5, 8, 10, 13, 16 and 17. The selection of these eight SDGs in no way diminished Trinidad and Tobago’s commitment to the other nine SDGs, which would be reviewed in subsequent VNRs.

<sup>6</sup> Roadmap for Localising the SDGs: Implementation and Monitoring at the Subnational level” Global Taskforce of Local and Regional Governments, United Nations Human Settlements Programme (UN Habitat) and United Nations Development Programme (UNDP), page 18

# CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

## SDG PROGRESS

The VNR exercise revealed that initiatives were being undertaken toward achieving the eight (8) SDGs highlighted in the Report.



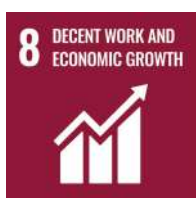
Significant enhancements have been made to infrastructure to support the universal healthcare system, with parallel improvements in the number of physicians and nurses.



Citizens have access to free primary and secondary education. The system has been modernised through the introduction of a School and Learning Management System and School Based Management Standards to improve efficiency and service delivery.



Women and children remain among the country's most vulnerable groups. Major achievements include the Marriage Act, 2017 which abolished child marriages and the National Workplace Policy on Sexual Harassment.



The Government of Trinidad and Tobago plays a significant role in promoting decent work through a number of strategic objectives including fostering decent working conditions, strengthening labour oversight bodies, modernisation of labour legislation and the further development of policies and initiatives toward the realisation of the Decent Work Agenda.



Support for the social sector and the protection of its most vulnerable citizens are achieved through the National Social Mitigation Plan, 2017-2022, and the development of a National Policy on Persons with Disabilities.



Trinidad and Tobago's Nationally Determined Contribution (NDC) commitment aims to achieve a reduction in emissions from three sectors (electricity generation, industry and transportation) by 15% by 2030 from business as usual (BAU), and an unconditional reduction in public transportation emissions by 30% by 2030 compared to 2013.



## CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS



Trinidad and Tobago constantly strives to devise and implement multidimensional solutions to the peace and security challenges by strengthening capacities towards achieving long-lasting peace and safety in society. The Trinidad and Tobago Police Service established the Gender-Based Violence Unit and the Judiciary established the Children's Court System to support women and children, respectively.



Civil society organisations lead the way on partnerships through the CSOs for Good Governance Project, SDG Catalyst Network and SDG Knowledge Platform.

Oversight and accountability, coordination, monitoring and reporting, and implementation of the SDGs are elements that frame the localisation of the global goals at the country level. Each element represents a group of actors that should work together horizontally and vertically to ensure coherence, integration and synergies across and among all sectors of society.

The figure below visualises a framework that recognises the interconnectivity and relationship of the elements and the actors. It identifies the interaction and collaboration that should occur to ensure that a multi-stakeholder participatory approach forms part of the operational process. It also shows the scope of responsibility extending from one level to the next as the previous component's outputs are incorporated. The information generated in one element filters into the other elements, creating a national portfolio of SDG progress toward achieving the 2030 Agenda for Sustainable Development.

The philosophy embedded in the structure speaks to spreading risk through synergies. Achieving the 2030 Agenda requires resources (both financial and human), national oversight and coordination, and consistent reporting on 169 targets and 231 unique indicators, therefore, one entity cannot be responsible for doing it all. The risk of overburdening and overwhelming existing structures and systems, to realise the global scope locally, must be shared. Spreading the risk ensures that the interdependency among sustainable development issues will benefit from an integrated approach through the active mobilisation of all the key actors in orchestrated harmony. The SDGs being inherently interlinked with each other, form an indivisible system based on the dimensions of sustainable development—the social, economic and environmental. Achieving one goal or target may contribute to achieving other goals or targets. Therefore, all the actors who are part of the structures and systems must work together to manage the limited resources, national priorities and the international commitment to leaving no one behind.

Applying the framework can occur in one of two ways. Entities can opt to re-organise their existing institutional structures by expanding their functions to incorporate specific policies, strategies and plans across departments or "desks" that are geared toward achieving sustainable goals and targets. This will build consensus and ownership for the part played in the national process.

## CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

Recognising that the scope and ambition of the seventeen SDGs and the 169 targets will require “collaboration, innovation and incentive systems that facilitate cross-sectoral action and shared responsibilities across stakeholders”<sup>7</sup>, entities may alternatively choose to establish a dedicated structure. This allows for dedicated resources and priority given to coordinating progress toward leaving no one behind.

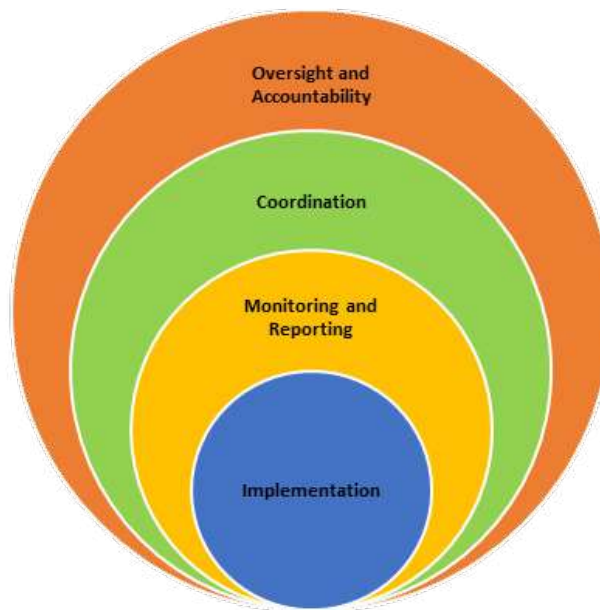


Figure 1: An illustration of the localisation framework for the SDGs

### OVERSIGHT AND ACCOUNTABILITY

*Securing high-level political ownership to ensure robust and inclusive representation*

The role of Parliamentarians in the achievement of the 2030 Agenda cannot be overstated. Their responsibility to the localisation of the SDGs rests not only “as lawmakers, but also as elected representatives of their people. In addition, parliamentarians played an important role in shaping the content of the Agenda by contributing perspectives on gaps, opportunities and priorities for action.”<sup>8</sup>

The commitment from legislators who “are uniquely positioned to act as an interface between the people and state institutions, and to promote and adopt people-centred policies and legislation to ensure that no one is left behind”<sup>9</sup>, is the blueprint for achieving the SDGs.

Providing budget and expenditure oversight to ensure the allocation of adequate resources for SDG implementation and reporting at the national level is connected to enhancing policy coherence across all sectors.

<sup>7</sup> UNDP Institutional and Coordination Mechanisms: Guidance Note on Facilitating Integration and Coherence for SDG Implementation

<sup>8</sup> UNDP Parliament’s Role in Implementing the Sustainable Development Goals: An Adapted Version for the Americas and the Caribbean

<sup>9</sup> Ibid

## CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

### ***Government's Commitment to SDGs Implementation***

In affirming its commitment to the 2030 Agenda and the SDGs, the Government developed the National Development Strategy 2016 – 2030 (Vision 2030). This document incorporates the principles and objectives of the SDGs into thematic areas which focus on the country's economic, social and environmental spheres of development. Efforts in these spheres are being realised through a policy-enabling environment and materialised by a range of policy initiatives, projects and programmes that have been developed to achieve Vision 2030 and the SDGs.

### ***Parliament Capacity Building on the 2030 Agenda Implementation, Follow-up and Review***

In April 2021, a virtual presentation was made to the Parliament of Trinidad and Tobago which was organised by the Office of the United Nations Resident Coordinator for Trinidad and Tobago, Suriname, Aruba, Curaçao and St. Maarten and hosted by the Economic Commission for Latin America and the Caribbean (ECLAC).

Parliamentarians were reminded that they "are the ones who enact laws that support the fulfilment of the Sustainable Development Goals, adopt budgets, monitor accountability, promote the integration of distinct citizen perspectives, and debate on how the SDGs can be meaningfully adapted at national and sub-national levels. All actors involved at a national level need to have greater knowledge and more ownership of the 2030 Agenda". ECLAC's Executive Secretary indicated that the institutional capacity for monitoring and evaluating the SDGs must be strengthened and officials must ensure that social protection systems are more inclusive and sustainable.



# CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

## COORDINATION

### ***Leveraging vertical and horizontal coordination for SDG Implementation and monitoring and reporting***

The Coordination of the SDGs is multifaceted and complex. The scope and ambition of the global goals “with new areas and various cross-cutting issues, will require institutional collaboration, innovation and incentive systems that facilitate action and accountability across sectors as well as across government levels” <sup>10</sup> It further requires deliberate and decisive actions for establishing direction and driving momentum, horizontally and vertically, toward achieving the SDGs.

Horizontal coordination occurs within, between and among government, civil society, private sector, academia and other non-state actors. Vertical coordination occurs across levels of government.

The vertical and horizontal coordinating process should involve “top-down leadership and steering, alongside bottom-up engagement and action” <sup>11</sup> which has the potential to:

- “Identify place-based priorities, re-orient existing strategies and plans or shape new ones towards sustainable development;
- Drive better decisions related to budgeting by national and sub-national governments through allocating resources based on the prioritised goals/targets;
- Foster vertical coordination across national, regional and local levels of government to align priorities, incentives, objectives and resources;
- Promote synergies among sectoral policies to overcome silos and fragmentation towards consistent social, economic and environmental outcomes;
- Help engage with the private sector while incentivising public-private partnerships that can drive more sustainable business models for people, places and firms;
- Boost engagement of civil society and citizens, in particular the youth to co-design visions and strategies with local stakeholders.” <sup>12</sup>



<sup>10</sup> UNDP Institutional and Coordination Mechanisms: Guidance Note on Facilitating Integration and Coherence for SDG Implementation

<sup>11</sup> OECD Programme - A Territorial Approach to the Sustainable Development Goals: Synthesis Report

<sup>12</sup> Ibid



# CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

## LOCAL GOVERNMENT AND THE SDGS

The Trinidad and Tobago Association of Local Government Authorities (TTALGA) and Bluespace Caribbean, partnered to execute a project titled: *Localising the Sustainable Development Goals in the Caribbean*. The project was developed by the Caribbean Association of Local Government Authorities (CALGA) and the Commonwealth Local Government Forum (CLGF) and is supported with funding from the European Union (EU). The project utilised local government authorities to execute a series of demonstration projects in an attempt to not only initiate the process towards achieving the sustainable development goals but to assist in building capacity amongst corporation staff and council representatives. Three (3) demonstration corporations were selected and each received TT\$100,000.00 to execute a project that will effectively contribute towards the achievement of one of the SDGs.<sup>13</sup>

***The table provides details of those projects.***

Name of Corporation	Projects Tile	SDG Alignment
<i>Port-of-Spain City Corporation</i>	Walkability and Accessibility	
<i>Penal/Debe Regional Corporation</i>	Improving Urban Land Management	
<i>Sangre Grande Regional Corporation</i>	Development and Implementation of a Tourism App	

<sup>13</sup> Trinidad and Tobago Association of Local Government Authorities (TTALGA),  
Localising the Sustainable Development Goals in Trinidad and Tobago: Project Overview.

# CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

## ***International Development Cooperation Division (IDCD)***

During fiscal 2016/2017, the Ministry of Planning and Development (MPD) undertook a review of the 'Management of International Development Assistance Programmes' within the Technical Cooperation/ IDC system of Trinidad and Tobago. The objective was to assess the efficiency and effectiveness of the management of the portfolio and to recommend strategies for more cohesive management of IDC that maximise synergies and support sustainable socio-economic development. In 2018, the Government noted the Consultant's report and approved the establishment of an interim IDCD, based on amalgamating existing portfolios within MPD.

## **MONITORING AND REPORTING**

### ***Moving toward consistent SDG Statistics and inclusive reporting***

All governments are under increasing pressure to produce and demonstrate results<sup>14</sup>. Being able to document what actually happens is absolutely critical to accurate reporting and informed decision-making if we are to "assess the continuing relevance and appropriateness of strategies and programmes, and to provide information about all types of impacts, including unintended or unexpected consequences"<sup>15</sup>, then monitoring and reporting must be inclusive and consistent. Broad participation involving national and local authorities, civil society, the private sector, academia, inter alia can deepen ownership and reinforce the principles of leaving no one behind.

SDG implementation can be measured and reported at the local level through the mobilisation of resources to facilitate this process. There must be a commitment to institute the required systems for capturing data and reporting performance on progress. Increasingly, local/regional government, along with counterpart stakeholders, within countries around the world are adopting the practice of producing voluntary local reviews (VLRs). These VLRs are country-wide and bottom-up reports prepared by local/regional government on the state of SDG implementation. "VLRs allow [local/regional governments] to (vertically) complement the information that is being provided at the national level. They also allow them to (horizontally) share and learn mutually from other [local/regional governments], strengthening the sense of community and joint destiny and ownership that underpins the SDG framework and its discourse."<sup>16</sup>



<sup>14</sup> Perrin, Burt. Moving from Outputs to Outcomes: Practical Advice from Governments around the World, pp. 6-7.

<sup>15</sup> Ibid

<sup>16</sup> United Cities and Local Government (UCLG) - Localising the SDGs: a boost to monitoring and reporting <https://gold.uclg.org/report/localizing-sdgs-boost-monitoring-reporting>

## CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

### ***National Statistical Institute of Trinidad and Tobago (NSITT)***

Plans are underway to transform the Central Statistical Office (CSO) into an independent body to be named the 'National Statistical Institute of Trinidad and Tobago (NSITT). In the interim, improvements are being made to the CSO through the development of an information system for data management to address the digitisation of records and the installation of an ICT data platform. Work on-going for the administration of the Population, Housing and Agriculture Census, including the Household Budgetary Survey and the Multiple Indicator Cluster Survey (MICS). The MICS will account for 33 SDG indicators under 11 different Goals and allow for the collection of high-quality internationally comparable data on the situation of women, children, adolescents and households.

### ***Modernising Trinidad and Tobago's Statistical System through Enhanced SDG Data Development***

The United Nations Country Team in Trinidad and Tobago received a grant of US\$721,400 from the Joint SDG Fund to undertake a two-year project. The project aims to contribute to strengthen and enable policy-making, partnership and investments related to Trinidad and Tobago's accomplishment of the SDGs. The specific objectives are to:

- improve the technological and professional capacities of, and the adoption of international standards by the CSO and the UN Country team in their management of data and statistics;
- consolidate strategic partnerships among data producers and users to develop a multi-sectorial statistical ecosystem with collective action and economies of scale, and with common standards that allow integration of new and underused data sources; and
- accelerate reform and legislative empowerment of the CSO through increased awareness on the value of data and statistics among decision makers at the highest levels, and improved visibility and status of the National Statistical System (NSS) among influencers and the public.

# CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

## IMPLEMENTATION

### ***Adopting a whole-of-government and whole-of-society approach to SDG implementation***

Executing initiatives, projects and programmes toward achieving the 169 targets associated with the 17 SDGs requires each one to do their part. Hence, whole-of-government and society approaches to implementation of the SDGs are critical because they speak to the inclusive nature of the 2030 Agenda, that is, universally applicable to all. A whole-of-government approach “implies that various parts of the government work together to facilitate synergies, manage trade-offs and avoid or minimise negative spill-overs, in line with the indivisible economic, social and environmental pillars of the 2030 Agenda.”<sup>17</sup> A whole-of-society approach “to 2030 Agenda implementation requires an enabling environment that promotes partnerships and contributions by a wide range of stakeholders to collective impact.”<sup>18</sup>

These approaches will result in:

- shared resources and priorities that capitalise on budgetary allocation and technical expertise;
- strengthened partnerships through collaboration;
- ownership and co-responsibility for implementation of strategic projects that eliminates duplication; and
- a decentralised system that fosters co-operation and empowers local entities to take action.



<sup>17</sup> <https://sdg.iisd.org/news/p4r-examines-whole-of-government-whole-of-society-approaches-in-2030-agenda-reviews/>

<sup>18</sup> Kindornay, Shannon, and Kocaata, Zeki. 2019. A whole-of-society approach: Partnerships to realize the 2030 Agenda. Good Practice in 2030 Agenda Implementation Series. Vancouver and Ottawa: British Columbia Council for International Cooperation and Canadian Council for International Co-operation.

## CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

There are myriad examples of SDG localisation already taking place across various sectors in society. These include:

### TRINIDAD AND TOBAGO'S ROADMAP FOR SDG IMPLEMENTATION

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In 2017, Trinidad and Tobago's national planning documents were assessed using the UNDP's Rapid Integrated Assessment (RIA) methodology, to evaluate the country's level of preparedness for the implementation of the SDGs. Policies and plans were reviewed on the basis of how they incorporated the principles of (i) policy integration, and (ii) no one left behind. The results revealed that the National Development Strategy 2016–2030 (Vision 2030), the National Performance Framework and sectoral policies are in alignment with 81 per cent of the relevant SDG targets.

Upon completion of the RIA, Trinidad and Tobago accepted an offer of support from the UN System to assist with Mainstreaming, Acceleration and Policy Support (MAPS) implementation of the global 2030 Sustainable Development Agenda. A key output from the MAPS Mission was the preparation of a **Trinidad and Tobago Roadmap for Sustainable Development Goals (SDGs) Implementation**, which was developed through consultation with key stakeholders from Government, Private Sector, Academia, Civil Society and Youth.. The SDGs Roadmap serves as a bridge between the implementation of the nationally defined development priorities and sustainable development goals. It also served as the basis for the VNR Report presented in 2020.

The Roadmap proposed five such measures, called accelerators for each of the focus areas identified in Vision 2030 and the SDGs as follows:

- improving the performance of the social protection system;
- increasing access to justice;
- greening infrastructure for sustainable development;
- strengthening competitiveness and productivity for inclusive growth; and
- establishing an integrated land and coastal management system.

## CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

### UNITED NATIONS MULTI-COUNTRY SUSTAINABLE DEVELOPMENT FRAMEWORK (MSDF)/COUNTY IMPLEMENTATION PLAN FOR TRINIDAD AND TOBAGO (CIP-TT)

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The UN MSDF is a Framework for improving the coherence, efficiency and effectiveness of UN support to the English and Dutch-speaking Caribbean, including Trinidad and Tobago, over a five (5) year cycle. The UN considers the MSDF their main vehicle for achieving the SDGs in the Caribbean, anchored around addressing a common cadre of challenges facing the region.

The MSDF is operationalised through the design and execution of a Country Implementation Plan (CIP) or a Sub-regional Implementation Plan (SIP). The CIP for Trinidad and Tobago (the CIP-TT, hereinafter referred to as "The Plan") consists of programmes and projects that Government Ministries, Departments and Agencies (MDAs) inclusive of the , Tobago House of Assembly (THA) Divisions, civil society and non-governmental organisations are implementing, with support from the UN. The Plan, therefore, represents how the UN and its agencies propose to assist these state and non-state organisations in executing their developmental initiatives. The Plan is directly aligned to -Vision 2030and the SDGs.

The CIP-TT is structured along four (4) Strategic Priority Areas (SPAs) and related outcomes of the Framework - and aligns key initiatives aimed at addressing Trinidad and Tobago's development needs. The four (4) SPAs for the current cycle, known as the Multi-country Sustainable Development Cooperation Framework (MSDCF) 2022-2026, are as follows:

- economic resilience and shared prosperity;
- equity and well-being;
- resilience to climate change and natural resource management; and
- safety, justice and rule of law.

# CONNECTING THE DOTS- SUSTAINABLE DEVELOPMENT GOALS

## SSIP-SDG LINKAGES

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The Ministry of Social Development and Family Services (MSDFS), with support from the Caribbean Development Bank (CDB), has attempted to strengthen the alignment between the SDGs and initiatives within the Social Sector Investment Programme (SSIP) 2022-2023. The purpose of this exercise is to quantify, where possible, the social sector's contribution towards achieving the SDGs, starting with those initiatives funded through the Government's Recurrent Budget.

Localisation of the SDGs is critical to achieving Trinidad and Tobago's Vision 2030 and the global Agenda 2030. While some strides have been made, there is a need for a deepening of the localisation process through greater ownership by state and non-state actors alike, particularly those not within the Central Government. Additionally, tailored communication to the citizenry about the importance and relevance of the SDGs to their everyday lives will need to become ubiquitous. These actions are key to the fulfilment of the whole-of-society approach, to conveying the message that achieving the SDGs benefits everyone, and to realising the promise of leaving no one behind.

Financial and technical support are important contributors towards sustaining the localisation process. This support will continue to be provided through the national budgetary mechanism of the Public Sector Investment Programme and the Recurrent Budget to both central and local government entities, as well as through targeted initiatives funded by bilateral and multilateral donors. Establishing the requisite institutional arrangements for SDG co-ordination, implementation, monitoring and reporting will be the lynchpin of the localisation process.

It is anticipated that this trajectory of deliberate action will put this country in good standing to present another voluntary national review on the progress toward the achievement of the SDGs over the medium-term.



# PUBLIC SECTOR INVESTMENT STRATEGY 2023-2025





## PUBLIC SECTOR INVESTMENT STRATEGY-2023-2025

Trinidad and Tobago's Public Investment Strategy for the medium term 2023-2025 is geared towards, recovery, sustainability and the realisation of Vision 2030 including the SDGs. The Strategy is grounded in several of the medium term priorities as presented in Vision 2030 for the second planning horizon 2021-2025, such as investing in key sectors to create growth and jobs; creating a digital nation; rationalising public investment for greater efficiency and effectiveness; and economic recovery, rebuilding lives and livelihoods.

The total public investment envisaged for the Three-Year Public Sector Investment Programme is projected to be \$15,182.5 million. Specifically, Government estimated its annual investment to be \$6,164.3 million in 2023, \$4,883.9 million in 2024 and \$3,934.3 million in 2025, which covers the second planning horizon of Vision 2023, notably 2021-2025. Overall in terms of development themes: Building Globally Competitive Business is projected at 11.9 percent; Putting People First 33 percent; Improving Productivity Through Quality Infrastructure and Transportation 38.5 percent; Delivering Good Governance and Service Excellence at 15.9 percent; and Placing the Environment at the Centre of Social and Economic Development at 0.7 percent, respectively of the overall medium term public investment budget.

Table 1 - Three Year Allocation by Thematic Area

THEMATIC AREA	Allocation 2023	%	Projected 2024	%	Projected 2025	%
Building Globally Competitive Businesses	762.3	12.4	533.7	10.9	483.4	12.3
Improving Productivity Through Quality Infrastructure and Transportation	2,366.5	38.4	1,786.6	36.6	1,608.4	40.9
Placing the Environment at the Centre of Social and Economic Development	55.0	0.9	36.1	0.7	20.6	0.5
Delivering Good Governance and Service Excellence	1,058.8	17.2	830.6	17.0	496.6	12.6
Putting People First: Nurturing Our Greatest Asset	1,921.7	31.2	1,696.8	34.7	1,325.4	33.7
<b>GRAND TOTAL</b>	<b>6,164.3</b>	<b>100.0</b>	<b>4,883.9</b>	<b>100.0</b>	<b>3,934.3</b>	<b>100.0</b>

At present, the capital expenditure programme in Trinidad and Tobago is primarily funded by domestic revenues and external loans. Furthermore, domestic revenues are highly dependent on the outlook for oil and gas prices. It is in this context that Trinidad and Tobago will forge ahead realistically to recovery, sustainability and Vision 2030, with a mind-set that energy resources are finite and that there is need for the financing architecture to not only mobilise a vast quantity of resources; but also to change the way in which resources are obtained, organised and allocated. Moreover, if funding is to be deployed efficiently and effectively to accelerate progress towards sustainable development across all income levels, then Trinidad and Tobago must consider innovative ways of raising financing for development. In the meantime the Public Sector Investment Programme, will be funded from general government revenues and resources from multilateral financial institutions.

### MULTILATERAL FINANCING

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#### ***Caribbean Development Bank***

The Caribbean Development Bank (CDB) continues to provide critical support to the Government of the Republic of Trinidad and Tobago (GORTT) towards the achievement of its development agenda. In fiscal 2021-2022, the CDB provided grant funding to enable the private sector in Trinidad and Tobago (T&T) to achieve improvements in the trading environment, through the implementation of three (3) new initiatives at the Ministry of Trade and Industry (MTI) and its Agencies. These **initiatives** included – *Building a Quality Culture in Trinidad and Tobago, Establishment of a Trade Facilitation Enquiry Point for Trinidad and Tobago, and Developing the Export Readiness of Trinidad and Tobago Companies for the European Market, (Fit for Europe II)*. These projects were designed to support ongoing efforts in trade facilitation; the ease of doing business; as well as building the capacity and competitiveness of Micro, Small and Medium Enterprises (MSMEs) nationally, regionally and internationally. The projects are critical to the improvement of trade facilitation and export growth development, which are both pivotal pillars of Trinidad and Tobago's economy.

For the medium term, the CDB will continue to support the Government through the provision of a grant funding and other resources, for example, the amount of US\$ 49,900, to assist the Ministry of Digital Transformation (MDT) to finance Consultancy Services for the project “*Establishment of an Interoperability Ecosystem*”. This initiative being pursued under the Digital Government pillar; aims to improve government service delivery to citizens and businesses, enhance the efficiency and effectiveness of Government programmes and provide more robust, cost-efficient and integrated government operations.

Additionally, the Government will continue to engage in discussions with the Caribbean Development Bank towards the development of a Technical Assistance Loan, to finance the cost of a National Road Safety Improvement Programme for Trinidad and Tobago, using the International Road Assessment Programme (iRAP) methodology. This initiative will seek to improve safety on Trinidad and Tobago's primary road network through the incorporation of established iRAP protocols whilst guiding sound investments by the Government to unlock benefits to families, communities, businesses, and health systems through reduced road trauma.

## PUBLIC SECTOR INVESTMENT STRATEGY-2023-2025

### ***Inter-American Development Bank***

The Inter-American Development Bank (IDB) continues to provide assistance toward the development of Trinidad and Tobago. The IDB Group holds the second largest share of multilateral public debt (45.8 per cent, or 3 per cent of GDP as of March 2020) and is an important source of technical assistance to the Government of Trinidad and Tobago. The Bank's sovereign guaranteed loan portfolio as of January 2021 amounted to US\$ 559.5 million, comprising nine (9) loan operations in over five (5) sectors, with undisbursed balances of US\$ 162.6 million in the following sectors – Housing and Urban Development, Water and Sanitation, Health, and Institutions for Development and Trade. The Bank approved two (2) urban development investment loans and a policy-based loan in response to the COVID-19 crisis in 2020 for a total of US\$ 150 million. Private sector engagement increased in a range of sectors, with IDB Invest approvals amounting to US\$ 158.5 million during the 2016-2020 Country Strategy (CS) period, including regional operations.

As at June 2022, the value of the TT IDB loan and national Technical Cooperation (TC) portfolio is approximately US\$ 486.3 million; spreading across nine (9) investment loans for eight (8) projects and twenty-five (25) TCs. The loan portfolio is valued at approximately US\$ 476.8 million; with the TC segment having a total current approved value of approximately US\$ 9.5 million.

Government approved the IDB's Country Strategy for Trinidad and Tobago 2021–2025. The envelope for the five-year period is estimated at a total of US\$ 250 million. The Country Strategy (CS) is focussed on the first of the three (3) pillars outlined in the Roadmap for Recovery Report – *Transforming to a New Economy and a New Society (Phase 2)*. The first pillar involves diversifying and transforming the economy in Trinidad and Tobago by leveraging digitalisation. In this regard, the IDB has chosen to focus its efforts on the first pillar during the CS period, which seeks to promote digitalisation in support of economic transformation, beginning with the digitalisation of public services and the adaptation of modern technology.

To this end, the 2021–2025 Country Strategy has identified one (1) priority area for intervention and includes three (3) strategic objectives:

- Improving the business environment to enable digital transformation;
- Expanding the use of digital tools for improving educational outcomes and digital skills; and
- Enhancing the digital delivery of services.

The IDB Group will seek strategic co-ordination among IDB, IDB Invest and IDB Lab to strengthen the IDB Group's response to the stated objectives. The IDB Invest and IDB Lab offer support to the private sector. The IDB Invest is an arm of the IDB Group that focusses on promoting economic development by partnering with the private sector to support establishment, expansion and modernisation. This is accomplished through projects that boost competitiveness; economic growth and sustainable practices; digitalisation; productivity and innovation; entrepreneurship; infrastructure; healthcare; education;

gender equality and regional integration. It provides loans, guarantees, debt securities and equity investments among other instruments. The IDB Lab is an innovation laboratory that invests in equity funds and microfinance institutions, which offers funding to micro and small businesses in the region. The majority of these intermediaries are in the private sector. The IDB Lab encourages innovation, entrepreneurship, technology transfer, job creation and foreign direct investment.

In addition to gender equality and diversity, and climate change and environmental sustainability, the 2021–2025 Country Strategy includes institutional capacity and the rule of law as a cross-cutting theme to be mainstreamed into the IDB Group's operations. The IDB Group estimates that sovereign-guarantee approvals would average US\$ 50 million annually during the period 2021–2025, totalling US\$ 250 million over the five (5) years. Average annual disbursement is approximated at US\$ 58 million with an average net cash flow of US\$ 5.2 million.

The IDB Loan Portfolio for the medium term will comprise on-going investment projects that are expected to conclude within the period. Two of them are:

### ***Information Technology and Infrastructure***

Strengthening of the Single Electronic Window for Trade and Business Facilitation (SEW)

The IDB-assisted project *“Strengthening of the Single Electronic Window for Trade and Business Facilitation”* is expected to be completed in the coming medium term. . The Ministry of Trade and Industry is currently executing a number of consultancies simultaneously across all three (3) components, all at various stages of implementation.

#### **COMPONENT 1:**

Enhancing and expanding the services of the Single Electronic Window (SEW)

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#### **COMPONENT 2:**

Enhancing the Interoperability of the SEW

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#### **COMPONENT 3:**

Modernising the Governance and the Institutional Framework of the SEW

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The project will support the expansion of the current SEW and continue to improve the business environment of Trinidad and Tobago, by providing benefits to the private sector, in particular, the export trading community. Government agencies will also benefit from the expansion of the project through optimisation and simplification of the processes and capacity building.

## **HOUSING**

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### ***Urban Upgrading and Revitalisation Program***

The Inter-American Development Bank (IDB) assisted project “*Urban Upgrading and Revitalisation Program*” under the Ministry of Housing and Urban Development (MHUD) will continue well into the medium term, with activities geared towards the improvement of the quality of the urban built environment. The components include:-

- Urban Residential Infrastructure;
- Affordable Housing Subsidies;
- Urban Regeneration;
- Strengthening of the HUD Sector Stakeholders’ Capacities; and
- Administration, Auditing, and Monitoring and Evaluation (M&E).

The Technical Corporation Portfolio contributes significantly to the country’s development agenda, especially in the area of knowledge transfer of technical capability and expertise, and will continue to do so over the medium term. The IDB is committed to building the TC portfolio and has identified the following national TC projects for Trinidad and Tobago:

- Training Women for Non-Traditional Occupations in Key Economic Sectors (US\$ 400,000);
- Support to Strengthen the Execution of Country Strategy (US\$ 650,000);
- Fast Pass: Scaling-Up Smart Technologies to Reduce Congestion (US\$ 650,000);
- Promoting Business Productivity and Economic Diversification for Recovery (US\$ 650,000);
- Strengthening Integrated Coastal Zone Management (ICZM) public policy and governance in Trinidad and Tobago (US\$ 200,000);
- Strengthening the Integrated National Early Warning System in Trinidad and Tobago (US\$ 200,000);
- Support for Restructuring of the Export and Investment Architecture in Trinidad and Tobago (US\$ 300,000);
- Support to Civil Service Reforms for the Digital Transformation Agenda (US\$ 200,000);

## PUBLIC SECTOR INVESTMENT STRATEGY-2023-2025

- Trinidad and Tobago Municipal Curb-side Recycling Programme (MCRP) Pilot (US\$ 250,000);
- Connected Arima (US\$ 450,000); and
- De-carbonization Initiatives in the Energy, Power and Transport Sectors in T&T (US\$ 350,000).

### ***Fiscal Policy and Public Investment Technical Cooperation Project***

In December 2020, the Fiscal Policy and Public Investment TC project was approved by the IDB. One of the components of the TC is “Enhancing Public Investment Efficiency”. Improvements to the public policy and public investment cycle could be quite beneficial to Trinidad and Tobago, especially given the financial constraints being experienced. The Ministry of Planning and Development (MPD) and other Line Ministries are the expected beneficiaries. The IDB on behalf of the MPD, engaged a Consultant to deliver presentations on the international experience in public investment management in three (3) countries; conduct an assessment of the public investment system in Trinidad and Tobago and prepare a report on the findings with proposed recommendations for improvement, titled “Strengthening Public Investment Management in Trinidad and Tobago”. These activities have been completed and discussions on the next steps have begun towards implementation over the 2023-2025 period.

### ***Proposed Plans, Programmes and Projects for the Medium Term***

The MPD and the IDB have been engaged in discussions regarding the pipeline of loan operations for TT for the next five years. Government granted approval for the MPD to continue engaging in discussions with the IDB, for the following three (3) projects which are in the pipeline for future funding and earmarked for commencement within 2023-2025:

- ***Water Supply Improvement Programme (US\$ 60 million)*** - This Programme is designed to help the Water and Sewerage Authority (WASA) achieve a continuous (24 x 7) water supply; reduce the unacceptable levels of non-revenue water; and support the short, intermediate and medium-term actions to transform WASA into a performance-based organisation;
- ***Digital Transformation (US\$ 30 million)*** - The IDB held discussions with key stakeholders in the information and communication technology sector, regarding the challenges affecting the sector and the areas of potential support that the Bank can provide; and
- ***Fiscal Policy and Management (US\$ 45 million)*** - In 2020, the Government received a US\$100 million PBL (Tranche I) from the IDB, to provide budgetary support to strengthen the efficiency and effectiveness of public policy and fiscal management, in response to the health and economic crisis caused by COVID-19. This would be achieved through the design and implementation of effective and fiscally responsible policy measures. In order to access the PBL 2nd Tranche of US\$ 45 million, the Government has to meet specified triggers related to macroeconomic stability; strengthening



## PUBLIC SECTOR INVESTMENT STRATEGY-2023-2025

fiscal policy and management to respond to the health crisis caused by COVID-19 and the economic crisis; and economic and fiscal strengthening for the post-pandemic period.

### ***European Development Fund***

While the European Development Fund (EDF) does not contribute directly to the financing of the Public Sector Investment Programme, its activities assist in expanding the capacity for programmes and projects within the PSIP to also benefit from the complementary technical assistance and financial resources that the EDF brings to the Government's overall public investment portfolio.

In 2015, the Government of Trinidad and Tobago and the European Commission signed the National Indicative Programme under the 11th EDF with a financial envelope of €9.7 million, of which €8 million was allocated for the focal area "Support for Building a Competitive and Innovative Economy in Trinidad and Tobago". The focal area, referred to as the Innovation Programme commenced implementation in fiscal 2021 and will be implemented over a four year period with a fifth year reserved for audits, final evaluation and all other project close-out activities. This Innovation Programme was developed in partnership between the European Union Delegation, the Ministry of Planning and Development, the IDB Lab and CARIRI to support the implementation of the National Innovation Policy by targeting the gaps within the innovation ecosystem so as to build a competitive and innovative economy.

In line with the National Innovation Policy, the overall objective of the Innovation Programme is to support the improvement of innovation activities for a more diversified and innovation driven economy in Trinidad and Tobago. The three (3) components of the Programme are as follows:

- **COMPONENT 1:** *The innovation challenge fund disbursed to finance innovative activities*
- **COMPONENT 2:** *Opportunities for improved collaboration between academia and firms with focus on innovation increased*
- **COMPONENT 3:** Building capacity for coordination and support of innovation activities.

The Innovation Programme is being funded, over a four year period, as follows:

- European Union Grant: €8 million
- IDB Grant: \$500,000 USD

### ***Strengthening Public Investment Management (PIM)***

As part of the medium term strategy to strengthen public investment within the overall public financial management system, the work of various technical assistance programmes, notably the World Bank in 2018 and the Inter-American Development Bank in 2022 will see the various recommendations implemented over 2023-2025. This will create the impetus to implement the Vision 2030 goal and strategic priority of rationalising public investment for greater efficiency and effectiveness.

## PUBLIC SECTOR INVESTMENT STRATEGY-2023-2025

In addition to examining the various recommendations for implementation, an organisational review of the two core Divisions within the Ministry of Planning and Development: Project Planning and Reconstruction Division (PPRD) and the Socio-Economic Policy Planning Division (SEPPD), will be initiated towards providing the appropriate organisational and management structure for greater effectiveness in implementation of the policy-cycle model. The present Job Evaluation Exercise being conducted by the Chief Personnel Officer for the wider Civil Service, will also contribute towards the restructuring and strengthening of the two Divisions. Preliminary work was done in-house, from August 2020 and this will also be taken into consideration over the medium term.

In the end, the implementation of the reform of the present public investment management system will see the adoption of a three (3) tier level:

OBJECTIVES OF PUBLIC FINANCIAL MANAGEMENT	IMPLICATIONS FOR PUBLIC INVESTMENT MANAGEMENT
<b>LEVEL I</b> <b>Aggregate fiscal discipline</b> – effective control of the total budget and management of fiscal risks	Aggregate public investment spending planned within realistic resource ceilings and individual projects completed within budget.
<b>LEVEL II</b> <b>Strategic allocation of resources</b> – planning and executing the budget in line with Government priorities aimed at achieving policy objectives.	Capital investment projects are selected and budgeted in accordance with Government's strategic priorities to address the most pressing problems or constraints.
<b>LEVEL III</b> <b>Efficient service delivery</b> – using budgeted resources to achieve the best levels of public services within available resources.	Capital investment projects are evaluated to verify that they represent efficient and effective solutions to identified problems; and that they are procured economically, implemented efficiently and operated as planned.

Over the medium term, the Government will also focus on the development of sector plans which will include integrated policies and initiatives by MDAs, and other actors in society that contribute to achieving development results. In addition, training for MDAs will be conducted in Project Cycle Management Training (PCMT), policy-cycle and sector planning, with the objective of ensuring that financial resources are directed towards those areas that would have the greatest development impact.



## PUBLIC SECTOR INVESTMENT STRATEGY-2023-2025

Through the strengthening of the PIM, the Government will adopt initiatives as part of the organisational development of PPRD, in order to monitor, measure and ensure the successful implementation of a performance driven, national public investment programme. Hence, all programmes and projects within the PSIP will be carefully monitored and evaluated, to provide a systematic and objective assessment of the progress being made towards improving the quality of life of all citizens well as, to ensure that the PSIP portfolio is achieving its intended outcomes. By embarking on the systematic use of evaluations in all PSIP projects and programmes, the Government will seek to improve the performance of these interventions as well as maximise value for money.

Consequently, to support the successful implementation of the PSIP over the medium term and the attainment of the desired results, the following actions will be undertaken:-

- Monitoring of programmes and projects, including the continuous assessment of performance indicators, as outlined in the Project Screening Brief (PSB) against stated targets to track the achievement of PSIP project/programme outputs; and
- Evaluating selected projects and programmes to ensure that intended outcomes/results are achieved. Assessments will be conducted throughout the project life cycle, including pre-planning/start-up (ex-ante evaluations), during implementation (process evaluations) and also after the end of the project (ex-post evaluations);

The COVID-19 pandemic has highlighted the need for Trinidad and Tobago to enhance efficiency and effectiveness in public expenditure. To enhance the effectiveness of the PSIP, special efforts will be undertaken during the medium term towards the digital transformation of the Project Planning and Reconstruction Division (PPRD). Therefore, the Ministry of Planning and Development has embarked on a project to modernise the management of the PSIP by the PPRD, through procuring and installing a new Project Management Information System (PMIS). The PMIS is being developed to seamlessly integrate with the Integrated Financial Management Information System (IFMIS) being developed by the Ministry of Finance. The objective of IFMIS is to improve the efficiency and effectiveness in the allocation of financial resources. The IFMIS project aims to restore and maintain economic stability and budgetary reform and will include the Budget, Treasury and IT Divisions of the Ministry of Finance and the PPRD.

To improve the transparency and efficiency of public investments in the region, an IDB regional initiative entitled "InvestmentMap" was introduced in Trinidad and Tobago. The project aims to create information management platforms that combine the IDB's experience in online information visualisation projects, as well as in results-focused transparency programs. Currently, InvestmentMap platforms have been launched in Paraguay, Costa Rica, Colombia, Peru and Jamaica. For the Government this provides an opportunity to get a visual representation of the distribution of developmental investment in the country. The platform will display what communities are underserved and where there are gaps in the investment.

# PUBLIC SECTOR INVESTMENT PROGRAMME - 2023-2025

VISION 2030: BUILDING GLOBALLY  
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## **ECONOMIC RESTRUCTURING AND TRANSFORMATION**

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Building resilience while ensuring full economic recovery and sustainable development is critical, given the continuous external global shocks that have distressed our economy and many others worldwide. These shocks, which included the COVID-19 pandemic and more recently the war between Russia and Ukraine, have created a climate of unrest and uncertainty which has impacted the price of commodities causing inflationary pressures, disruptions to trade and tightening of financial markets, as well as projected slow global economic growth. The mitigation of these effects requires continued investment in both natural, human and capital resources during the medium term. Investments in strategic non-energy growth sectors will serve to broaden the country's productive base away from the energy sector. Similarly, over the 2023-2025 period, the *Establishment of the Trade and Investment Promotion Agency (TIPA)* will continue to receive funding in the sum of \$36.0 million. The new Agency, which will result from the merger of existing entities, will be critical to Trinidad and Tobago accessing international markets and assisting with accelerating economic diversification.

### ***Industrial Development***

Efforts towards diversifying the economy are ongoing, with investment being made in the Maritime and Yachting industries of \$ 8.80 million over a three year period in order to reform the sector which requires legislative adjustments, private sector investment, and the integration of port operations among others. Many initiatives are being implemented simultaneously by several government agencies.

The Yachting Policy of Trinidad and Tobago will be introduced in the medium term, and its overarching goal is to optimise the economic contribution of the industry towards sustainable development. This policy framework also lays a foundation to improve the competitiveness of the industry with a view to establishing this country as the premier destination for yacht repair services. A report on the Yachting industry conducted by the Economic Commission for Latin America and the Caribbean (ECLAC) indicated that the yachting industry has the potential to contribute between TT\$130.0 million and TT\$150.0 million annually to the economy. Over the next three years, the Government intends to invest \$14.3 million towards the realisation of this contribution to the economy and to exceed its outlook which will bring Trinidad and Tobago one step closer towards economic diversification.

## **AGRICULTURE FOR FOOD SECURITY**

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Investment will continue in policies, programmes and projects that promote sustainable agriculture and create sustainable livelihoods for farmers, whilst building resilience against the impacts of climate change. Interventions that integrate technology into food production will be supported, while increasing local demand for locally grown foods and implementing measures to address supply chain issues. Furthermore, programmes which can sustainably capitalise on the contribution of the blue economy will also gain financial support. Officials from CARICOM participated in the 2nd instalment of the Agri-Investment Forum, was held in Port of Spain, in August 2022. The Forum, which covered a range of topics including agriculture and agro-processing, with a key focus placed on youth in agriculture, also leading to future collaboration between Guyana and Trinidad and Tobago on regional food security.



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Over the three year period 2023-2025, the Ministry of Agriculture, Land and Fisheries (MALF) priority projects include:

- **National Seed Bank** project, will continue, with a proposed investment of \$5.4 million contribute towards the national goal of food and nutrition security. The project seeks to provide adequate infrastructure, irrigation water, field and other equipment and security for the National Seed Bank (NSB) in order to achieve the annual targets for local seed production and other vegetative planting material. The following are the targets set for the period 2023-2025: 12,000 kilogram of assorted seeds and over 50,000 units of vegetative planting material for distribution to farmers and the general public.
- **St. Augustine Nurseries - Development and Provision of Facilities** project, will provide high quality planting material to farmers and the population to conserve key plant genetic resources of agricultural importance. The project will require a sum of \$4.5 million to contribute towards national food and nutrition security in the production and supply of high quality 150,000 disease-free citrus plants, 15,000 mango plants, 5,000 avocado plants and 25,000 minor fruit plants annually to registered citrus farmers and the general public.
- **Development of an Electronic Document Management System (EDMS) for State Land** is aligned to the overarching government policy agenda for continuous improvement and digital transformation of the MALF to ensure alignment with service delivery objectives. This digital platform will require a sum of \$9.0 million to store, monitor and access all State land files in the Land Management Division, and related State land offices to facilitate transparency, accountability and a citizen-centric government. The EDMS has implemented a Land Card for citizens to conduct transactions in a more effective and efficient manner through electronic files. Over the three year period 2023-2025, the project will continue to develop to include an online access platform for citizen access, endorsing a major outcome of Vision 2030, through a well-managed and efficient government service operation.
- The **Upgrade of Fish Landing Sites** project will contribute to the blue economy and facilitate the enhancement of both food security and food safety through the provision of infrastructure and facilities that meet both local and/or international standards in accordance with the practice of responsible fisheries. Over the period 2023-2025, an investment of \$6.2 million, will be proposed for the upgrade of the following fishing landing facilities:
  - o fiscal 2023: Bonasse/St. Marie, Claxton Bay, Cumana, Erin, Icacos, Maracas, La Fillete and Morne Diablo;
  - o fiscal 2024: Blanchisseuse, Brickfield, Fullerton, Grand Riviere and Matelo; and
  - o fiscal 2025: La Rufin, Otaheite and Salybia.
- **Implementation of a Document Management System at NAMDEVCO**, which is a new project with the primary goal to implement a document/content management system that will manage the workflow and processes of all records in the Corporation inclusive of the digitisation of historical

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records. An investment of \$2.0 million is proposed for implementation of this project to leverage existing solutions that exist in order to reduce implementation time and cost.

## **TOURISM**

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The tourism sector is highly dependent on the world economy. As such, reducing the vulnerability of the sector will involve the promotion of domestic tourism strategies to complement international campaigns. New niches for tourism will continue to be explored, such as sport and festival tourism. Strategic efforts will be placed as priority, to support the expansion of these niches through the strengthening of public-private sector partnerships, improving infrastructure and using technology to create virtual immersive experiences.

The Ministry of Tourism, Culture and the Arts (MTCA) through the Tourism and Culture Recovery Committee developed a recovery policy 'Towards the Acceleration of Recovery and Growth: Initiatives for the Tourism and Creative Sectors in Trinidad and Tobago.' The MTCA will continue to pursue the upgrade and improvement of a number of sites, attractions and beaches throughout Trinidad. Upgrades will vary at each site according to the assessed needs and priority assigned to the site. Both directional and welcome signage will be installed at sites and attractions, and related infrastructure using standardised designs. With a total allocation of \$70.0 million over the medium term. The *Tourism Sites and Attractions Upgrade* project will:

- improve and enhance existing sites and attractions to meet international certification standards and local standards;
- increase awareness and education and enhance the visitor experience at tourism sites and beaches;
- encourage international visitor interest in Trinidad and Tobago and increase domestic tourism; and
- increase the inventory of scenic areas and attractions that can be used to market the country.

Ariapita Avenue has grown into an entertainment hub in the city of Port of Spain, and as such, an investment of \$37.0 million will be required over the medium term for the *Ariapita Avenue Enhancement Project* to facilitate the enhancement of this area into a premier economic and leisure zone. It is envisaged that the creation of a viable and sustainable product in the capital city will produce a significant positive economic impact, through increased international visitor interest and improved domestic tourism.

In pursuance of Trinidad and Tobago becoming a Sport Tourism destination, a unique sport tourism brand through high quality products and services that meet international standards will be developed over the three year period 2023-2025. This will be facilitated through the provision of \$10.0 million for the *Development and Implementation of a Sport Tourism Master Plan* which will create sport tourism clusters, that offer high quality products and services in international markets. It is envisaged that these plans will be geared towards propelling Sport Tourism in Trinidad and Tobago and will stimulate the strategic growth, development and advancement of the Sport Tourism niche within the local tourism industry.



## **MANUFACTURING**

The Manufacturing Sector continues to be a key contributor to national income and therefore, diversification of the economy in the non-energy manufacturing sector remains the focus in the medium term. The sector has already recorded approximately \$3.3 billion of exports in 2018, accessing over 965 million consumers within the region, North America, South America and Europe. As a net earner of foreign exchange it has the potential to provide a positive impact on the country's Current Account. The Manufacturing Sector remains the third largest contributor to Gross Domestic Product (GDP), and is an employer of approximately 8.3 percent of the labor force in the following at seven (7) distinct sub-industries:

- food, beverages and tobacco;
- textiles, garments and footwear;
- printing, publishing;
- wood and related products;
- chemicals and non-metallic minerals;
- assembly type and related industries; and
- miscellaneous manufacturing.

In an effort to support social progress, economic development, and international trade, the sum of \$3.6.3 million is required to support local manufacturers. This sum will also be provide support to the Trinidad and Tobago Bureau of Standards (TTBS) and critical enhancement to the National Quality Infrastructure (NQI). The NQI is the country's institutional framework that establishes and implements the practice of standardisation, conformity assessment services, metrology and accreditation. The development of an operational and effective NQI will be essential to:

- contributing to the development of national industry and a strong export market;
- fostering consumer protection and the establishment and application of health, safety and quality assurance measures; and
- providing support for environmental protection.

A proposed investment of \$31.8 million will be made over the medium term to build the human resource capacity of the Non-energy Manufacturing sector of Trinidad and Tobago. Addressing this issue within the sector is integral to increasing competitiveness, output, employment and contribution to the country's GDP, as identified by Trinidad and Tobago Manufacturers' Association (TTMA) and the Report of the Roadmap to Recovery for Trinidad and Tobago. The programme is expected to bridge the skill gaps within the sector by providing training and development to a cadre of persons who will be available for employment upon completion of the programme and addressing unemployment among youth.

The Wood and Wood-Products manufacturing sub-sector has also identified a shortage of human resource capacity as a challenge adversely impacting productivity and competitiveness of the sub-sector. This sub-sector plays a pivotal role in the manufacturing industry as it accounts for the employment of 3,979 persons. Support will also be provided to the wood and wood-products manufacturing sub-sector in the sum of \$10.0 million improving the available resource of skilled labour.

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The industrial parks continue to provide spaces for new and expanding business of the manufacturing sector. There are currently twenty one (21) active industrial parks and one (1) is under construction. These require constant refurbishment and upgrades as some of these parks contain aging infrastructure and tenants place increasing demands on their systems. A programme of work is ongoing to support various industries and over the medium term, a sum of \$113.7 million is to be directed to improving the infrastructure of the following industrial parks:

- O'Meara;
- Sea Lots;
- Macoya;
- Frederick Settlement;
- Chase Village;
- Trincity;
- Diamond Vale;
- Biljah;
- East Dry River;
- Plaisance;
- Point Lisas;
- Abattoir; and
- Harmony Hall;
- Morvant;
- Point Fortin.

Government will also invest in some key projects over the medium term aimed at expanding the cadre of manufacturers, providing support to the existing group and diversifying the available products of Trinidad and Tobago. Some of these projects include:

- development of the Eco-friendly Businesses Sector (Scrap Iron);
- development of the Steel Pan Manufacturing Sector;
- development of the Music, Film and Fashion Industry;
- TTBS Building Renovation Programme; and
- export capacity building.

## **YOUTH DEVELOPMENT AND ENTREPRENEURSHIP**

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Youth development and entrepreneurship remain vital in upholding the well-being of youth, to become highly skilled individuals for future generations. Projects and programmes tailored to creating opportunities for growth, and life skills for the youth will be funded.

Over the period 2023-2025, the Ministry of Youth Development and National Service (MYDNS) will continue to focus on the delivery of remedial interventions for youth. This will be facilitated through the:

- modernisation of curricula and programmes;
- upgrade of existing infrastructure;
- construction of new facilities; and
- strengthening of the Information and Communications Technology (ICT) platform to meet the demands for virtual communication.

The projects and programmes spearheaded by the MYDNS over the three year period are designed to equip vulnerable and at-risk youth with technical and vocational education, training and life skills to become successful entrepreneurs, skilled workers and contributing members of society.

The *Implementation of the National Youth Policy (2020-2025)* aims to prioritise youth economic participation and empowerment over the medium term with a proposed allocation of \$11.0 million through execution of the following projects and programmes:

- **National Leadership Training Programme** will build the leadership capacity of 100 youths between the ages of 16-35 within communities across Trinidad and Tobago. The programme promotes positive attitudes, knowledge and skills to make informed choices while meaningfully participating in problem-solving and decision making at the group, community and at national levels;
- **Re-establishment of the National Youth Council** will re-establish nine (9) District Youth Councils in Trinidad and three (3) in Tobago to encourage youth participation youth to talk about their lives and, circumstances and to recognise how their perspectives add value to the community;
- **Community-Based Youth Organisations** – Group Registration project will identify, profile and register all youth organisations. An electronic database will organise and store data on youth organisations throughout the country. This data will be utilised by the MYDNS to facilitate the necessary capacity building and institutional strengthening needs of youth organisations;
- **Advance Proficiency Entrepreneurship Excellence (APEX)** will provide 100 young persons with skills and training in Business Development and Entrepreneurship through the delivery of twenty-four (24) skills training components;

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- **Youth Economic Forum** will create a platform for dialogue among young persons on topics such as economic and social issues, as well as regional and national issues. The main purpose is to encourage constructive debate, promote active involvement of the youth in economic policymaking, build confidence between youths and the public sector, and increase oversight on the government and economic-policy making; and
- **Positive Parenting Programme** is a collaboration with the MYDNS, Office of the Prime Minister and Ministry of Social Development and Family Service which will converse and present strategies for enhancing family connection and communication between young persons and the parent or caregiver. It will also provide information and discussions on ways to successfully navigate divorce, separation and options for resolving disputes.

The Youth Training Facilities are community-based, multi-purpose, youth-friendly spaces in which young people, between the ages of 10 to 35 years meet and participate in a range of youth development programmes and activities. The *Refurbishment of Youth Training Facilities* project is geared towards the renovation of buildings and the refurbishment of the engineering installations of existing youth training facilities as well as re-commissioning and refurbishing of the National Energy Skills Centre (NESC) buildings to Youth Facilities. Infrastructure upgrade works will be done with an approximate allocation of \$20.0 million over the three-year period at the Los Bajos, California, St. James, Laventille, Malick and Basilon Youth facilities, as well as three former National Energy Skills Centre (NESC) facilities located at Palo Seco, Point Fortin and Moruga.

The *Refurbishment of Youth Development and Apprenticeship Centre* project will require a sum of \$35.0 million over the three-year period. It will provide for male youths between the ages of 14 to 19 years with a two-year residential scholarships in agriculture and technical vocational skills to enable young men to successfully re-integrate into society. Additionally, the *Construction of Youth Development Apprenticeship Centre* will require a sum of \$51.0 million over the medium term to facilitate the construction of two (2) new centres in the vicinity of Wallerfield and Chaguaramas. Each centre will accommodate 250 youths with the technical vocational skills to become innovative and productive citizens.

The *Refurbishment building for the CHINS project (for the OPM/Child and Gender Affairs Unit) St. Michael School for the boys* will provide a two-year residential programme to 80 males between the ages of 12 and 18 years. This programme will include psychosocial support, skills training, career and personal development and job placement for reintegration into society. A sum of \$14.1 million is proposed over the medium term for the completion of this project.

The establishment of new *National Service Centres* throughout the country will provide venues for the national service programmes such as Military-Led Academic Training (MiLAT), Military-Led Youth Programme of Apprenticeship and Re-orientation Training (MYPART) and Civilian Conservation Corps (CCC). The centres will also be utilised for skills training and recreation, for promoting healthy lifestyles and positive youth development to the residents of the YDACs and the Transition Homes. The National Service Complex will also include a transition home that provides accommodation and social services to young persons who were wards of the state and left community residences at the age of 18. A sum of \$52.0 million is required for these centres over the three-year period.

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The *Expansion of the Ste Madeleine Transition Home* will provide accommodation and social services through a two-year programme for young men who were wards of the state and left community residences at the age of 18. This interim support will rehabilitate young men from homelessness to self-sufficiency through coaching and counselling. A sum of \$5.2 million will be required for this project over the medium term.

Over the medium term, Government will continue to promote and facilitate the development of programmes and projects that include entrepreneurial and innovative initiatives. With a proposed investment of \$8.1 million, priority will be placed on stimulating invention, start-up incubators and improving education and training directed to the following:

- the National Entrepreneurship Development Company Limited (**NEDCO**) - **Business Accelerator Programme (BAP) 2020-2024** is an entrepreneurial development programme that aims to create a consortium of skills to develop exceptional business entrepreneurs hinged upon building strategic relationships with Tertiary Institutions; and
- ***From Disaster to Recovery: securing Employment through the employment of medium and small Enterprises in post COVID-19 Trinidad and Tobago*** where NEDCO will embark on the delivery of effective business continuity strategies in order to support small and medium companies to facilitate growth, recovery and continuity post COVID-19 by providing support through an interactive Learning Management System (LMS).

## **INNOVATION, RESEARCH AND DEVELOPMENT**

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Government will support research capacity and provide funding for such research, to build a culture of innovation and entrepreneurship. To this end, the National Institute of Higher Education Research and Technology (NIHERST) will continue to administer and manage programmes to develop innovation and to support initiatives to stimulate diversification of the economy. With an overall proposed allocation of \$6.4 million over the medium term, the following projects will be implemented:

- ***Teach Me Programme*** aims to support teachers in remote teaching by developing their skills including the areas of digital presentation and developing a role model and mentoring system. The following activities will be implemented through this programme:
  - o virtual curriculum science lessons challenge for teachers;
  - o management of the National Schools Innovation Competition;
  - o implementation of a virtual Science Technology Engineering Mathematics (STEM) Club for 600 students – ‘Adopt a School Initiative’;
  - o development of role models and mentoring system;
  - o development of STEM game to reach a wider audience; and



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- o administration of four (4) one-week virtual STEM programmes.
- ***STI Mapping and Priority Setting*** project will continue through the following activities:
  - o remuneration for two (2) Research Officers for three (3) years;
  - o printing of 75 Sectoral Innovation Mapping (SIM) booklets per sector study of the three (3) sectors identified;
  - o conduct of launches for Tourism SIM: one (1) in Trinidad, another in Tobago;
  - o one (1) launch for Finance SIM; and
  - o one (1) launch for a food and beverage study.

## **FOREIGN POLICY AND TRADE RELATIONS**

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Trinidad and Tobago's foreign policy seeks to strategically maintain, develop and enhance relations at the bilateral, regional and multilateral levels. The foreign policy agenda continues to promote the need to forge new partnerships within regional and hemispheric organisations to address emerging and existing socio-economic, environmental and geo-political issues. The Ministry of Foreign and CARICOM Affairs (MFCA) will continue to engage in effective representation at home and abroad and act as a channel through which the national interests and development goals are achieved. Investments over the medium term will continue to center on the institutional strengthening of the Ministry and its Overseas Missions and improvement of staff accommodation at Head Office.

# VISION 2030:

**PUTTING PEOPLE FIRST,  
NURTURING OUR  
GREATEST ASSETS**



## VISION 2030: PUTTING PEOPLE FIRST, NURTURING OUR GREATEST ASSETS

### SOCIAL PROTECTION

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Government will continue to maintain its delivery of the social services sector to help vulnerable persons, including the new vulnerable cohort impacted by the effects of the pandemic. Over the medium term, these services are to be strengthened through the adoption of ICT solutions. Citizens within the social safety net will benefit from opportunities in training and development to attain skills to re-enter the workforce and to pursue entrepreneurial activities.

The Government will continue the implementation of projects and programmes aimed at achieving social and human development goals. Over the period 2023-2025, a total of \$114.9 million is proposed to protect vulnerable persons in society, and improve the efficiency of the delivery of social services. The beneficiaries include the elderly, differently-abled persons, children, survivors of domestic violence and other marginalised groups.

#### ***Establishment of Social Displacement Centres***

The Ministry of Social Development and Family Services (MSDFS) proposes to invest the sum of \$16.0 million for the provision of Transitional Living Facilities for socially displaced person. These facilities will provide transitional housing, as well as, housing for persons who are homeless. A range of services will be offered at these facilities including assessment and evaluation, medical screening, needs assessment, counselling, training and other rehabilitation programmes. The planned programme of works will include establishment of Transitional Living Facilities at Penal, Port of Spain and Pointe-a-Pierre.

The MSDFS plans to invest the sum of \$67.0 million to construct and outfit an *Assessment and Socially Displaced Centre* at Foundry Road in Port of Spain, to accommodate socially displaced persons. The five (5) storey facility will offer a viable alternative to street dwelling in Port of Spain and can accommodate 180 persons.

#### ***Development Centre for Persons with Challenges***

The MSDFS will seek to fully operationalise the National Therapeutic and Resource Centre to facilitate the provision of treatment and rehabilitative services for persons with various categories of disabilities. With a proposed investment of \$3.0 million, the MSDFS will procure therapeutic equipment to outfit the National Therapeutic and Resource Centre at Carlsen Field. The services to be offered will include assessment, counselling, aqua therapy, massage therapy, occupational therapy, low vision therapy, educational (remedial) therapy, physiotherapy and speech therapy.

#### ***Implementation of the National Social Mitigation Plan (NSMP)***

The implementation of the National Social Mitigation Plan (NSMP) is critical in order to effectively mitigate the negative impacts of the economic downturn on the citizens. The MSDFS will require a total of \$5.0 million for the implementation of the NSMP over the 2023-2025 period. The major activities planned over the medium term will include:

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- establishment of Social Support and Empowerment (SSE) Units;
- rollout of nation-wide campaigns on strategies to ensure food security;
- conduct of a nation-wide public education campaigns on Financial Security; and
- expansion of the Values, Attitudes and Behaviours (VABs) Campaign

### ***Child Development***

The Children's Authority of Trinidad and Tobago (CATT) proposes to invest the sum of \$30.0 million for initiatives aimed at ensuring the care and protection of the nation's children. Among the major projects that will be undertaken over the medium term include the:

- establishment of a Consolidated Child Support Centre at Piparo in order to increase placement options required by the CATT for children who require accommodation;
- refurbishment and outfitting of a property to establish a Reception Centre in Tobago for children with behavioural challenges and poor mental health; and
- construction of a *Drug Rehabilitation Centre Community Residence in Tobago* to accommodate forty (40) boys who have been sentenced by the Children's Court to a substance abuse programme for a period of three (3) months.

### ***Refurbishment of Safe Houses***

A key objective of the Gender Affairs Division of the Office of the Prime Minister (OPM) is to improve the quality of life of men, women and children at all levels of society through the promotion of gender equality and equity. Over the period 2023-2025, the OPM intends to invest the sum of \$12.6 million for the establishment of shelters for victims, survivors and perpetrators of domestic violence. The following centres are expected to be established over the medium term:

- Shelter for Male Survivors of Domestic Violence;
- Rehabilitative Centre for Male Perpetrators of Domestic Violence; and
- Shelter for Female Survivors of Domestic Violence.

## HEALTH AND HIV/AIDS

Improving access to and the delivery of public health services, while building the resilience of the health sector, will remain key priorities. The Government proposes to invest a total of \$1,239.4 million over the three-year period for the continued development of the healthcare system towards the goal of improved health service delivery.



## VISION 2030: PUTTING PEOPLE FIRST, NURTURING OUR GREATEST ASSETS

In an effort to support public health through the provision of quality infrastructure, the Ministry of Health will pursue the completion of the *Construction of the Sangre Grande Hospital*. With the capacity of 106 beds, this hospital will provide enhanced services to the population of Sangre Grande and environs which will include surgical services, internal medicine, outpatient services as well as accident and emergency services. The project is scheduled to be completed in the second quarter of fiscal 2023.

Investment will also be provided for the completion of the construction of the Central Block at Port of Spain General Hospital. The new Central Block, which will have a capacity of 540 in-patient beds, will be integrated within the existing hospital campus to provide comprehensive health care services administered by the North West Regional Health Authority.

Government will also continue to invest in the refurbishment and upgrade of existing hospitals and District Health Facilities through the *Hospital Refurbishment Programme and Physical Investments* project. Funds will be utilised by the Regional Health Authorities (RHAs) to undertake various works and infrastructural upgrades, including upgrades to electrical and plumbing systems, as well as, refurbishment works to public facilities.

Funds will also be made for the *Medical Equipment Upgrade Programme* for the provision of modern equipment and devices to the RHAs. The programme facilitates the procurement of a range of specialised equipment which enable medical practitioners to effectively perform diagnostic, treatment and care functions. The Ministry of Health will also pursue the establishment of a bi-plane catheterisation laboratory at the San Fernando General Hospital under the project *Operationalisation of the Couva Medical and Multi-Training Facility and the San Fernando General Hospital* which will enable the provision of enhanced cardiac services within the public sector.

The Ministry of Health in collaboration with the National Information and Communication Technology Company Limited (iGovTT) will also pursue the development and implementation of a Health Information Management System (HIMS) starting with the Arima and Point Fortin Hospitals. This is a key strategy for the modernisation of the public health system of Trinidad and Tobago and promotes the goal of One Patient, One Record across all public health facilities. The HIMS will initially be implemented at the Arima and Point Fortin Hospitals and will be subsequently expanded across the RHAs thereafter.

The Ministry will also undertake two (2) new projects over the medium term as follows:

- ***Design and Construction of a National Behavioural Health Acute Treatment Centre (N-BHAT) for the Mental Health Unit of the Ministry of Health*** - the project seeks to meet the need for a medical treatment centre for the provision of mental health services inclusive of clinical and non-clinical services; and
- ***Design and Construction of a Pharmaceutical and Non-pharmaceutical Warehouse*** - funds will be provided to commence the design and construction of a modern pharmaceutical and non-pharmaceutical warehouse for the storage and distribution of items in the public sector.



# VISION 2030: PUTTING PEOPLE FIRST, NURTURING OUR GREATEST ASSETS

## BUILDING SUSTAINABLE COMMUNITY DEVELOPMENT

As an integral part of the vision for people-centred development, sustained efforts on community development are crucial. For the period 2023-2025, the Ministry of Sport and Community Development (MSCD) proposed to invest the sum of \$800 million for the advancement of key initiatives aimed at building and strengthening community cohesion across Trinidad and Tobago.

### ***Construction and Upgrade of Community Facilities***

Community facilities have been at the heart of the community development thrust in providing local communities with facilities to allow individuals, groups and communities to meet and plan programmes and projects for the benefit of their communities. Community facilities also provide a platform for skills training, nurturing and developing future leaders, developing microenterprise initiatives and preserving the arts. An estimated sum of \$238.8 million is proposed for the construction and refurbishment of community facilities throughout the country. The proposed programme of activities for 2023-2025 will include:

- construction of 17 Community Centres;
- refurbishment of 8 Community Centres;
- upgrade of 12 Export Centres; and
- refurbishment of 10 Civic Centres and Complexes.

### ***Implementation of Self Help Limited***

The mandate of the National Commission for Self Help Limited, which aims to improve and transform lives through micro and macro infrastructural development, aid deserving individuals and motivate communities to become self-sufficient. This initiative, will benefit from investments of \$53.0 million for the period 2023-2025. The NCSHL will provide assistance to individuals through the provision of two (2) major grants which include the Minor Repairs and Reconstruction Grant (MRRG) and Emergency Repair/Reconstruction Grant (ERRG). *Community groups will also receive building materials to undertake infrastructural projects including construction of retaining walls, drains, roads and refurbishment of recreational parks.*

The MSCD will embark on the implementation of a number of projects aimed at developing the skills of members of the community. An allocation of \$28.0 million is proposed for the advancement of the following initiatives, Community Strengthening Strategies (Developing Mentors, Leaders and Parenting Skills) and Enhancing Employability in Communities.

# VISION 2030: PUTTING PEOPLE FIRST, NURTURING OUR GREATEST ASSETS

## SPORT AND RECREATION

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The Government is committed to the pursuit of investment and resources geared towards the advancement and development of sport and recreation. The medium term strategy of the Ministry of Sport and Community Development MSCD is geared towards upgrading of existing sport facilities as well as facilitating the construction of new sport, recreation and physical education facilities across the country.

The *Development of a Master Plan for Sport and Youth Facilities* will provide a strategic approach to facility planning, development and maintenance. The Master Plan will define the future direction, philosophy, policies, priorities and actions as well as guide the Ministry's investment in facility planning, locations, development and maintenance. A sum of \$0.8 million will be invested into this project for the completion of the Master Plan for Sport and Youth Facilities.

The upgrade to the various stadia deliver positive impact in promoting the development of sport in Trinidad and Tobago. These upgrades will provide the country's athletes with modern, safe and well-equipped facilities. The stadia will boost participation and top-class performance in sport as well as promote sport tourism. The *Upgrade of Multi-Purpose Stadia* will require a sum of \$55.0 million over the medium term to continue developmental works at the following stadia:

- Ato Boldon;
- Larry Gomes; and
- Mannie Ramjohn;
- Hasely Crawford.

Additionally, the *Upgrade of Dwight Yorke Stadium* will offer the country's athletes a modern, state-of-the-art, and user-friendly facility and will boost sport tourism through competitions at the national and international levels. A sum of \$25.0 million will be required for the Dwight Yorke Stadium over the medium term.

The Redevelopment of Skinner Park into a new multi-purpose complex is an integral component of an integrated approach to developing the city of San Fernando and environs. This premier facility will be used by schools and communities to host numerous sporting and cultural events. It is anticipated that an estimated 120,000 persons in San Fernando and environs will derive socio-economic benefits from the use of this facility. A sum of \$60.0 million will be required for Skinner Park over the medium term.

The *Upgrade and Rehabilitation of Former Caroni Sport Facilities* is in alignment with the strategic goals of the MSCD for the provision of modern, state-of-the-art sport facilities. The Caroni Sport Facilities consists of:

- Ste. Madeline Staff Club and Golf Course;
- Woodford Lodge Sports Club;
- Sevilla Staff Club, golf course, tennis court and swimming pool;
- Ste. Madeline Sports Club; and
- Gilbert Park Sports Club;
- Dubisoon Park.

## VISION 2030: PUTTING PEOPLE FIRST, NURTURING OUR GREATEST ASSETS

A proposed investment of \$33.0 million over the medium term will facilitate the upgrade and rehabilitation of these facilities. It will offer golf, tennis, swimming, recreation grounds and children's play parks and they are expected to attract communities in the catchment areas located in Central and South Eastern Trinidad.

The development of recreation facilities in various communities across the country is a key strategy in achieving the Government's national policy objective for developing a fit and healthy nation through sport and recreation. Under the guidance of the Ministry of Rural Development and Local Government (MRDLG), the *Development of Recreational Facilities* will facilitate engagement in sporting activities such as football, cricket, basketball and netball. Citizens of all age groups and levels of physical ability will be encouraged to participate in healthy recreation habits, whilst serving a wider social agenda of bringing communities and families together. Over the next three years, the sum of \$70.4 million will be invested in various community grounds throughout the 14 Municipal Corporations and will undergo infrastructure development in the following areas:

- football/cricket field;
- play park;
- lighting;
- multi-purpose hard court;
- pavilion;
- car park; and
- jogging track;
- change/rest room;
- security fencing.

Through these and other initiatives the GORTT will continue making Trinidad and Tobago a sport tourism destination and providing adequate facilities for citizens to achieve a healthy lifestyle.

### HOUSING AND SHELTER

Government intends to work towards the development of housing solutions for lower and middle income citizens in order to meet the need for adequate shared community spaces and the increased demand for housing. Over the next three years, funding in the sum of \$548.7 million will be required for the implementation of the Government's housing policy and the commitment to providing well-designed, affordable housing solutions on serviceable, tenured lots in widely dispersed (suburban and rural) areas for qualifying persons from the low and lower-middle income groups. This policy is founded on three main pillars as follows:

- **The Pillar of Affordability** – This focuses on three main areas:
  - o provision of subsidies;
  - o the rental programme – rentals and rent-to-own; and
  - o subsidised mortgages (TTMF).

## VISION 2030: PUTTING PEOPLE FIRST, NURTURING OUR GREATEST ASSETS

- **The Pillar of Accessibility** - Making housing accessible to individuals desirous of becoming homeowners.
- **The Pillar of Improving the Living Conditions of our Citizens** - Grants to effect critical repairs/upgrades to existing homes

These pillars will seek to alleviate the high demand for public housing in Trinidad and Tobago. The Ministry of Housing and Urban Development acknowledged that the waiting list for government-subsidised housing is approximately 107,000 persons and some have been waiting for up to 25 years. It is also estimated that about 19 percent of the population or approximately 200,000 persons, live in informal settlements. Thus, over the medium term, the Government has designed a portfolio of programmes and projects that will attempt to improve the living conditions of citizens.

The Ministry of Housing and Urban Development (MHUD), through the Land Settlement Agency (LSA) seeks to improve the standard of living and formalise every neighbourhood throughout the country by the implementation of two (2) major programmes at a cost of \$61.0 million. These programmes are as follows:

- **Survey of Squatter Sites** - This is a process conducting sociological and physical surveys. Surveying plays a key role in every stage of the site development process from land-use planning, engineering design and construction, to the preparation of statutory leases, topographic, cadastral and engineering surveys, as well as perimeter and general plan (sub-division) surveys that, are undertaken at this phase.
- **Regularisation of Squatter Communities project** - This is a two-pronged process which involves both the provision of security of tenure to eligible squatters and tenants, and the physical/infrastructural upgrade of designated areas and land settlement areas. Infrastructure upgrades are conducted as stipulated in the provisions of the State Land (Regularisation of Tenure) Act (SLRT) as required in various communities.

An investment of \$118.0 million will be required for the *Housing and Village Improvement Programme* which utilises the Aided Self-Help approach to provide affordable and high quality housing, targeting residents of disadvantaged villages. The programme also endeavours to create an enabling environment in which the community residents can achieve sustainable development through the provision of housing and village improvement.

The *Urban Upgrading and Revitalization Programme* is being funded through a loan between the Inter-American Development Bank (IDB) and the Government. The programme will contribute to the improvement of the quality of the urban built environment and has the following specific objectives:

- improve the habitability in urban settlements on State-owned lands;
- improve the physical quality and economic performance of urban public spaces;

## VISION 2030: PUTTING PEOPLE FIRST, NURTURING OUR GREATEST ASSETS

- enhance housing conditions for low income households; and
- strengthen the capacity of supply-side stakeholders to satisfy effective housing demand.

The Government will propose, the sum of \$52.0 million for the distribution of the *Home Improvement Grant* over a three-year period. This grant is provided at maximum of \$15,000 to qualifying applicants to carry out approved repair/improvement works. This will enable such applicants to effect critical repairs and upgrades to their existing homes and improve their living conditions while decreasing the demand for government subsidised housing.

The *Regularisation and Regeneration of Communities in the Greater POS Region* project aims to regularise and improve the living conditions of squatters and tenants on state lands in Port of Spain and surrounding areas. The project seeks to improve the living conditions of squatters through the provision of basic amenities such as electricity, potable water, sewage disposal and upgraded toilet facilities. Over the medium term, \$9.0 million will be required towards the improvement of citizens in the Greater POS Region.

### EDUCATION

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Over the next three (3) years, the focus will be on modern education infrastructure and systems aimed to improve and build a workforce that will fuel the future economy. It is also important that the workforce is retooled with the critical skills, which promote innovation, foster creativity and encourage entrepreneurship, while being endowed with positive values, attitudes and behaviours that support national development.

Over the medium term period 2023-2025, the Government through the Ministry of Education, will undertake significant investment in human capital development with an estimated cost of \$16.4 billion, disaggregated over the three fiscal years as follows: 2023 - \$528.7 million; 2024 - \$582.8 million; and 2025 - \$521.9 million.

The National Maintenance Training and Security Company Limited (MTS) was identified as the Special Purpose State Enterprise to provide project management services for the completion of schools, upgrade and maintenance of school infrastructure within Trinidad and Tobago, ranging from the level of Early Childhood Care and Education to Secondary level.



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### **Early Childhood Education**

The Early Childhood Education Programme will benefit from a proposed allocation of \$36.0 million over the three year period 2023-2025. Funding will be provided for payments on previous commitments for works completed under the, *Improvement/Refurbishment/Extensions to ECCE Centres* project; the Inclusive School Project - improving safety and well-being of disabled students *Procurement of Furniture and Equipment for ECCE Centres* and the completion of 14 ECCE Centres listed below:

Name of ECCE Centre	Percentage Completed	Name of ECCE Centre	PERCENTAGE COMPLETED
Marabella	98	La Platta	94
Ben Lomond, Williamsville	98	Waterloo SDMS	85
Gasparillo	98	Cedros Government	82
Reform SDMS	86	Chaguanas	78
Springvale SDMS	98	Cypress/Union Development	64
El Dorado SDMS	95	Race Course (Carapo)	98
Sonny Ladoo Development	95	Maracas Bay	11

### **Primary Education**

Improvements and upgrades to primary schools will continue throughout Trinidad over the medium term with a proposed investment of \$246.5 million targeting both Government Primary Schools and Government assisted schools.

Approximately six (6) primary schools are scheduled for completion over the next three (3) years, and construction will continue at Curepe Presbyterian, Union Hall/Cypress Gardens, Montrose APS (Vedic), St. Phillips Government, Reform SDMS, and Tamana SDMS. Additionally, the construction of three (3) *Temporary Pre-Engineered Classrooms* at Claxton Bay Junior Anglican, Brighton Anglican and the Gaines Normal Primary School will commence in fiscal 2023 and work will continue in response to urgent need requirements.

Other major initiatives that will continue over the medium term under the Primary School Programme will be:

- **Improvement/Refurbishment/Extensions to Primary Schools** - \$150.0 million will be required for the:

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- o payment of outstanding bills from previous financial years;
- o repairs to primary schools during the fiscal year; and
- o Inclusive School Project - improving safety and well-being of disabled students
- **Procurement of Furniture and Equipment for Primary Schools** - \$13.0 million will be required for the replacement of worn furniture in primary schools; and
- **Emergency Upgrade to Primary Schools** - this project will require an estimated allocation of \$9.0 million for emergency, unplanned work as needed to repair schools that are shut down due to health and safety issues, fires and natural disasters.

### **Secondary Education**

Understanding the role of secondary education as the process of imparting knowledge, developing the powers of reasoning, and generally preparing students intellectually for mature life, the GORTT will continue in the medium term with a proposed investment of \$180.0 million towards the following:

- **Improvement/Refurbishment/Extensions to Secondary Schools** project - the sum of \$150.0 million will be required to facilitate the following activities:
  - o payment of outstanding bills from previous financial years;
  - o repairs to schools during the fiscal year;
  - o repairs to schools during the July/August vacation;
  - o Inclusive School Project - improving safety and well-being of disabled students at seven (7) Secondary Schools.
- **Procurement of Furniture and Equipment for Secondary Schools** - the sum of \$11.0 million is proposed for the outfitting and furnishing new secondary schools, and replacement of worn furniture in existing schools; and
- **Construction of Temporary Pre-Engineered Classrooms** - the sum of \$9.0 million will be required for schools requiring urgent construction or upgrade works.

### **Tertiary Education**

The GORTT remains committed to investing in its citizenry in pursuit of education beyond the secondary school level. Tertiary level education includes diplomas, undergraduate, graduate and vocational certificates; and associate, bachelor, master and doctoral degrees. In this regard, the Ministry of Education will continue in the medium term 2023-2025 with a proposed provision of \$42.0 million under the University of the West Indies (UWI), and 267.7 million under the University of Trinidad and Tobago

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(UTT) to execute works at various campuses including:

- **UTT Campuses** - to implement improvements in the security, infrastructure, equipment, information and management of facilities at various campuses which include refurbishment and upgrades to the Academy for the Performing Arts, Chaguaramas Campus, UTT Corporate Information Technology Infrastructure and Learning Commons throughout UTT;
- **UTT's Main Campus, Tamana E-Teck Park Wallerfield** - completion of Phase I of this project featuring the Signature Building Complex, including the buildings of the east and west blocks, central plaza and graduation pavilion, physical plant buildings, and ancillary works;
- **Eastern Caribbean Institute of Agriculture and Forestry (ECIAF)** - upgrade of the canteen dining area, fire alarm systems, perimeter fencing and installation of an electronic sign board;
- **John S. Donaldson Technical Institute** - electrical upgrade, emergency lighting, and perimeter fencing;
- **San Fernando Technical Institute** - upgrade of drainage, washrooms and laboratory equipment;
- **UTT Tobago Campus** - upgrade of four (4) classrooms at the THTI Campus, installation of entry sign wall and road signage and accommodation for a science laboratory;
- **UTT's Point Lisas Campus** - upgrade of roofing and development of drilling fluids laboratory; and
- **UTT Aviation Institute, Camden Campus** - to complete the hangar enclosure and the procurement of a hydraulic power unit.

### **University of the West Indies (UWI)**

Developmental works under the University of the West Indies will advance over the medium term with the following initiatives:

- final payments on the *Upgrade of the Campus Sewer Collection System and Sewer Treatment Plant and the Upgrade of 12 Kv Cables and Switchgear* as both projects are completed and handed over in fiscal 2022 and are now within its defects liability period;
- construction of a new Administrative building for Campus Security, and the Trinity Hall Renovation for Division of Student Services have both been deferred and will both commence in fiscal 2024;
- construction of University Central Water Storage System will commence in fiscal 2023 and will continue in 2024, with the upgrade of the water storage system which will allow for a reliable and consistent water supply to the UWI St. Augustine campus going forward;
- construction of a physical structure to house the International Fine Cocoa Innovation Centre to

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revitalise the cocoa industry, which will be a model bean-to-bar facility. The UWI previously received grant funding from the European Union /African Caribbean Pacific Science and Technology Fund for provision of equipment for cocoa processing. The equipment was procured and is currently in storage. The project involves the construction of a structural steel frame single storey building over a two (2) year period; and

- upgrade on the *Renovation of Chemistry C1 Building and Replacement of Fume Hoods* project for compliance with the OSH Act. The project will be phased over the medium term and includes the construction of a new driveway and upgrade of services buildings, roofing, wash rooms and lift shaft.

### **COSTAATT**

COSTAATT programme of activities over the period 2023-2025 will involve technology upgrade which aims to strengthen the digital and physical technological environment towards supporting improved graduate competence within the world-of-work. In fiscal 2023 and beyond COSTAATT proposes the procurement and installation of a UPS upgrade, network upgrade and wireless upgrade as well as VoIP.

### **Libraries**

Recognising the importance of libraries to the provision of information especially to rural communities, NALIS has begun a programme of expansion of public library services using pre-engineered construction methods. Accordingly, NALIS will require a total allocation in the amount of \$104.6 million over the medium term to continue with the construction, completion and fit out works at multiple communities, including: Toco, Chaguanas, La Horquetta, Diego Martin and Mayaro. The *Co-location of Libraries*, which aims to increase access to NALIS' content and services in underdeveloped communities will continue in fiscal 2023.

### **Scholarships**

The Scholarships and Advanced Training Division (SATD), will require a sum of \$762.1 million over the period 2023-2025 to administer scholarships and long term technical assistance in multiple disciplines including: Engineering, Food and Agriculture, Humanities and Education, Law, Medical Sciences, Science and Technology and Social Sciences. A total of 903 existing and continuing scholars will benefit from this expenditure. Trinidad and Tobago will host 599 scholarship recipients, while 304 scholars will be provided the opportunity to study at multiple destinations abroad including: Barbados, Canada, China, France, Grenada, Ireland, Italy, Jamaica, United Kingdom and United States of America. Through the Scholarships and Bursaries programme, approximately 423 current bursary recipients and 361 proposed recipients are expected to benefit from financial assistance over the medium term.

### **Skills Development**

Acquiring a skill is an investment in one's life and future which opens up tremendous employment opportunities and helps to create a sense of fulfilment. The Ministry of Education will continue to give priority to building quality human capital through skills training facilitated over the medium term period

## VISION 2030: PUTTING PEOPLE FIRST, NURTURING OUR GREATEST ASSETS

2023-2025 through the following projects:

### ***Metal Industries Company Limited (MIC)***

- ***Sangre Grande HYPE Centre*** - funding will be provided to commence the procurement process of land for a proposed Technology Centre in Sangre Grande. The Centre will not only increase the enrolment in the number of trainees from Sangre Grande and its environs but offers a greater variety of programme options to post-secondary school leavers and academically challenged persons;
- ***Hype Administration and O'Meara Centre*** - funding will be provided for the construction of a greenhouse, purchase and installation of hydroponic and aquaponics systems and construction of workshop bay;
- ***Tobago Technology Centre*** - over the medium term, the Tobago Technology Centre will implement the construction of automotive service bays, a parking lot, and fabrication of a carpentry workshop shed; and
- ***National Skills Development Programme*** - NSDP (MIC Macoya Technology Centre) will advance security upgrades, and the purchase of equipment required for expansion of the NSDP Journeyman programme including acquisition of hydraulics equipment and electro pneumatics and electro-hydraulics trainers.

### ***National Energy Skills Centre (NESC)***

Over the medium term a provision of \$15.5 million is proposed for upgrade and refurbishment of the following Technology Centres:

- ***NESC Skills and Technology Centre Goldsborough Tobago*** - the welding workshop expansion will entail upgrade of the electrical system, roof, floor and walls;
- ***NESC - Skills and Technology Centre Ste. Madeleine*** - upgrade works to welding and automotive building and the electrical workshop building;
- ***NESC Drilling Academy*** - to advance a sewer project upgrade and the purchase of tools and equipment; and
- ***NESC IT Upgrade*** - upgrades to include student access, network upgrade, Voice Over Internet Protocol (VOIP), computer systems upgrade.

### ***Youth Training and Employment Partnership Programme (YTEPP)***

Under the project *Establishment of a Training Facility in Chaguanas*, YTEPP will require the sum of \$9.0 million for the completion of construction works of the YTEPP Administrative Building which is estimated to cost a total of \$11.5 million over two years.



# VISION 2030: PUTTING PEOPLE FIRST, NURTURING OUR GREATEST ASSETS

## CULTURE AND THE ARTS

As a complement to the Tourism sector, support for the Culture, the Arts and Creative Industries will continue as the sector plays a key role in the marketing of the country's tourism product while boosting competitiveness, productivity, growth, employment and exports. Initiatives that utilise digitalisation will also be funded as they present opportunities for the expansion of this industry.

The Culture Sector is now principally under the purview of the Ministry of Tourism, Culture and the Arts (MTCA). Despite challenges, the pandemic has highlighted the importance of tourism and culture, as well as presented opportunities for the tourism and cultural sectors to create new partnerships and collaboration. It has created a space to reinvent and diversify the offering, attract new audiences, develop new skills and support the world's transition to the new conditions.

A total estimated investment of \$82.5 million is expected to accelerate the Ministry's portfolio of projects for the Culture and Arts Sector. Several of the performance spaces throughout Trinidad are carded for upgrade works while development works will be ongoing for new partnerships and projects.

The following list of projects is projected to utilise the sum of \$33.9 million under the Consolidated Fund over the medium term:

- **National Museum Development** - construction of railings and walkways, completion of a new gallery, installation of air condition units, new floors track and general lighting, landscaping, creation of office spaces for staff and tour guides, outfit the kitchen, repairs to existing fencing, replace existing front entrance gate, creation of car park spaces and paving, painting of the external and internal building and demolition works for the removal of the Humming Bird II Boat and shelter to a new location;
- **Naparima Bowl and the Southern Academy for the Performing Arts (SAPA)** - purchase and installation of technical theatre equipment and cameras for the property;
- **National Academy for the Performing Arts (NAPA)** - establishment of a souvenir shop, installation of electronic access barriers at eight (8) locations including the basement, and establishment of bar concessions for the first and second floors which will provide a service area for patrons to purchase refreshments during shows/events; and
- **Tourism Festivals** - The MTCA intends to stage a minimum of three (3) new festivals and establish a minimum of three (3) festival clusters to be executed over a three-year PSIP cycle from fiscal 2023 to fiscal 2025. These are new festivals: Jazz Season: Food, Music and Fashion Festival; Food and Rum Festival; and Festival of Fete Trinidad and Tobago; as well as Festival Clusters: Religious and Indigenous Festivals, Music Festivals and Culinary Festivals.

Other activities to be undertaken include: research and data collection, implement needs-based training, photo and audio-visual documentation and engagement in Public-Private Partnerships.

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### ***Development of the First Peoples***

The project *Development of the First Peoples* falls under the purview of the Ministry of Sport and Community Development. Over the medium term, it is anticipated that the feasibility study will be completed and development works for the project will commence. The proposed associated cost is \$11.77 million for the three-year period 2023-2025 and the planned works are outlined below:

Fiscal 2023	Fiscal 2024	Fiscal 2025
<ul style="list-style-type: none"> <li>conduct of feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>construction of a cassava factory</li> </ul>	<ul style="list-style-type: none"> <li>continuation of works on the Village</li> </ul>
<ul style="list-style-type: none"> <li>construction of                             <ul style="list-style-type: none"> <li>two (2) benabs (Amerindian native hut or shelter)</li> <li>installation of totem poles</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>completion of the Amerindian Village and living quarters</li> </ul>	
<ul style="list-style-type: none"> <li>continued construction of the retaining wall, road works and drainage</li> </ul>		

Over the three-year period 2023-2025, the MTCA will also be advancing several projects under the IDF which are expected to cost \$48.6 million. Below are some of the major projects identified:

Facility	Upgrade Works
<b><i>Naparima Bowl - Redevelopment Project</i></b>	In fiscal 2023 works to the: <ul style="list-style-type: none"> <li>main auditorium</li> <li>amphitheatre</li> <li>general external and other upgrades</li> </ul> Fiscal 2024: <ul style="list-style-type: none"> <li>design and construction of a new main administration building.</li> </ul> Fiscal 2025: <ul style="list-style-type: none"> <li>mechanical electrical and plumbing works to the new building</li> </ul>
<b><i>Queen's Park Savannah - Grand Stand Upgrade Project</i></b>	upgrade of the Grand Stand at the Queen's Park Savannah to include: office accommodation and ancillary spaces for the National Carnival Commission (NCC) and Special Interest Groups (SIGs)
<b><i>Renovation and Refurbishment of the National Museum Art Gallery</i></b>	renovation and refurbishment works to restore this historical site

# VISION 2030:

IMPROVING PRODUCTIVITY THROUGH  
QUALITY INFRASTRUCTURE AND  
TRANSPORTATION



## **VISION 2030: IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION**

### **INFORMATION TECHNOLOGY AND INFRASTRUCTURE**

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Trinidad and Tobago has set the goal of becoming a digital nation over the medium term. This transformation is expected to result in improved productivity, efficiency and the ease of doing business of Government services. Improving access to affordable, quality telecommunications infrastructure and services, including broadband connectivity will be of priority to facilitate the advancement of digital transformation. Key features of the new digital economy will include a fully digital public service, e-identity for citizens, an e-commerce sector that is highly responsive to global market adaptation, and an education system that facilitates greater distance and virtual learning.

Towards achieving this important priority, the Ministry of Digital Transformation was established to transform the information technology eco-system in the public service for an enhanced delivery of services. In this regard, initiatives will be funded in alignment to digitisation and digitalisation of the ICT infrastructure services to make the public service e-ready, strengthen customer focus and build integrated service delivery models. A National Digital Transformation Strategy will also be developed and implemented over the 2023-2025 period.

Many innovations are also being implemented at the Judiciary, and improvements are being made to the ICT infrastructure of the Police Service, the Registrar General's Department and the Ministry of Social Development. For the medium term the focus will be on the:

- completion of the integrated Social Enterprise System/E-PASS;
- establishment of the New ttconnect Portal;
- implementation of the National e-ID and Interoperability solutions;
- continuation of the implementation of Digital Fingerprint Capture;
- establishment of the Government Cloud 1.0;
- expansion of e-services at the Judiciary;
- modernisation and implementation of a National Cyber Security Strategy;
- establishment of TTWiFi Services in highly populated areas;
- implementation of Skills Programme: Collaboration with Microsoft Philanthropic Group. Establishment of 35 Access Centres; and
- connect Arima.

Connectivity infrastructure is key to the provision of efficient services. Improvements to network infrastructure will continue in the medium term at the Police Service, the Ministry of National Security,



## Vision 2030: IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION

the Ministry of Finance and the Office of the Attorney General and Ministry of Legal Affairs.

The thrust to digitise Government records and processes is a major focus with at least fourteen (14) Ministries implementing their respective capital expenditure programmes. Digitisation will continue through the medium term with several projects to include the:

- digitalisation of Operations and Services of the Ministry of Sport and Community Development;
- digitisation and migration at the Ministry of Social Development and Family Services; and
- digitisation of the Equal Opportunity Tribunal.

### TRANSPORTATION

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The national transportation system comprising all modes of transport, is seen as critical to productivity, competitiveness, business activity and citizen safety. Government will continue to improve the transport sector by building and maintaining quality transport assets and infrastructure, and encouraging energy efficiency to reduce carbon emission. Emphasis will be placed on better coordination of MDAs responsible for the nation's road networks, as well as the adoption of new construction technology and the improvement in project management practices.

The Government, through the Ministry of Works and Transport (MOWT) will target infrastructure development, fleet upgrades and traffic management measures to provide for reliable, effective and safe transport service through land, sea and air.

The Public Transport Service Corporation (PTSC) will require the sum of approximately \$119.8 million over the medium term on various projects including the:

- completion of a Passenger Facility at Rio Claro which will create a new bus depot to provide improved service for commuters;
- development of a transport hub at Factory Road in Caroni with a park-and-ride facility for better customer service and efficiency;
- construction of a new passenger terminal depot at Sangster's Hill, Tobago which will provide better customer service to the environs;
- upgraded terminus facilities at Sangre Grande, San Fernando and Scarborough to provide access for the differently abled and infrastructure works for customer comfort; and
- completion of a master plan and construction of a multimodal transportation hub at Tarouba, which will increase the efficiency, safety and customer service of public transport.

Under the Highways Division of the MOWT, road safety measures for motorists and pedestrians alike will



## **Vision 2030: IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION**

continue to be implemented over the medium term with the procurement of equipment for road marking purposes, construction of guardrails and modified cable barrier system on highways.

Sea transport, which is an important component of the transport sector will continue to be developed by the Port Authority of Trinidad and Tobago (PATT) with infrastructure works and fleet upgrade, over the period under review. An estimated investment of \$150.6 million will be required to accomplish:

- procurement of a second ship to shore gantry crane to increase cargo handling capacity and efficiency at the Port of Port of Spain (PPOS);
- replacement of nine (9) Foam Fenders for the PPOS to provide better berthing facility for cargo and passenger vessels;
- acquisition of equipment for increased operational efficiency at the PPOS, such as rubber tyre gantry cranes, tractor trucks and trailers;
- completion of the repair/paving of the empty container yard to increase cargo handling capacity and efficiency at the PPOS; and
- refurbishment of the CARICOM wharf to increase the reliability of the berthing facilities and reduce mooring and cargo movement risks.

In addition, the Maritime Services Division of the MOWT will complete repairs/replacements of poles or structural bases of twenty (20) beacons and the restoration of four (4) lighthouses and directional lights for safe landing of helicopters around the islands, in order to enhance sea transport safety.

During the period 2023-2025, the National Infrastructure Development Company of Trinidad and Tobago (NIDCO) on behalf of the MOWT will also continue, to develop port infrastructure for sea transport and ship repair, such projects will include the following:

- Construction of the La Brea Dry Dock and Associated Facilities;
- Upgrade of Berthing Infrastructure of the Port of Scarborough, Tobago;
- Development of a Marina Facility in Tobago; and
- Construction of an Integrated Fishing Port and Facilities at Gran Chemin Moruga.

The Airports Authority of Trinidad and Tobago (AATT) which is tasked with the development and management of the airports will continue, over the three year period, to complete infrastructure works to its facilities so as to ensure the availability of efficient, secure and safe aviation services and commercial viability. The AATT is expected to expend approximately \$81.3 million over the period 2023-2025 on projects that include:

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- complete paving of runways and taxi ways at the Piarco International Airport (PIA) and Arthur Napoleon Raymond Robinson International Airport (ANRRRIA);
- perimeter fencing repair completion at PIA and ANRRRIA
- completion of security systems upgrade with CCTV cameras and access controls at PIA and ANRRRIA; and
- removal and installation of LED signage at PIA airfield for night operations in compliance with International Civil Aviation Organisation regulations.

In addition, NIDCO will complete the project *The Construction of a Terminal and Associated Facilities of the ANR Robinson International Airport* during this period. The outputs of this project would be the upgrade of the original terminal at Crown Point Airport in Tobago and a newly constructed terminal building with a car park. This is an investment which aims to create an international airport with sufficient capacity and level of service to support tourism development and air travel in Tobago.

### ROADS AND BRIDGES

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As a small island developing state, expansion of the road network will aid in the creation and opening of new economic spaces bolstering economic activities within other sectors of the economy. The Government is cognisant of the vital necessity of the well-developed and climate resistant road infrastructure. The roads and bridges sector continues to be challenged by poor infrastructure, dilapidated bridges and numerous landslips. Over the medium term, the Government is projected to invest the sum of \$2,860.0 million towards improving our infrastructure so as to contribute to improving the level of productivity within communities.

The investment for roads and bridges will be made in two categories, the expansion of and the upgrading of the existing road networks. The upgrading of the existing road network will also continue over the three year period 2023-2025 to facilitate ongoing improvements to provide ease of access for the delivery of goods and services to diverse areas throughout Trinidad, resulting in the movement of cash and cash equivalents to communities.

The injection of funds into the sector is projected to be utilised for the following activities:

- construction of highways;
- construction of overpasses;
- widening of existing highway segment;
- rehabilitation of existing roads;
- repairs to slope instabilities; and
- re-construction of bridges.

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### ***Construction of Highways***

Over the medium term, construction of highways will continue and is expected to focus on opening of economic spaces in the south-western and the eastern peninsulas of Trinidad. These highways are developed in accordance with international standard four (4) lane divided segments. It is projected that the *Solomon Hochoy Highway Extension to Point Fortin* priority link will be fully accessible to motorists and will substantially reduce commute times for persons egressing to and from the south-western peninsula. A projected investment of \$264.0 million is geared towards completing this priority link. At the same time, works on the *Churchill Roosevelt Highway Extension to Manzanilla Project* are projected to incur an investment of \$295.0 million towards establishing connectivity to Sangre Grande from the Churchill Roosevelt Highway.

Concurrently, construction of two international standard single highways, the *Valencia to Toco Road* and the *Construction of the Moruga Highway* projects are ongoing. The first segment of the phased base Valencia to Toco Road project is expected to be completed, with subsequent segments to commence construction with an investment of \$225.0 million over the three-year period 2023-2025. Construction of the Moruga Highway is also projected to be completed over the medium term with an investment of \$35.0 million.

### ***Construction of Overpasses and Widening of Existing Highway Segments***

Over the years, due to the volume of importation of vehicles into the country, there has been an increase in demand for road spaces especially during peak hours. Traffic congestion resulted in loss of productivity and impacted negatively on economic activities whilst contributing to potential greater emission of carbon monoxide, higher fuel consumption and loss of family time. In an effort to alleviate traffic congestion, the government will invest in the widening of lanes along the Sir Solomon Hochoy and the Churchill Roosevelt Highways and Construction of the Diego Martin Overpass and Macoya Interchange projects are expected to begin and be completed over the medium term.

### ***Rehabilitation of existing roads***

Notably, the country's road network is currently experiencing challenges and the Government is implementing measures to reduce these challenges. The responsibility of the current road network is distributed across varying entities such as MOWT, the 14 Regional Corporations, the MALF, THA and HDC; and with the two (2) Ministries: MOWT and the Regional Corporations of the MRDLG assuming the greatest responsibilities.

A combined total of \$1,681.0 million is projected to be provided to these institutions to facilitate rehabilitation of the road network to address the issues of high vehicular maintenance costs, increased usability of the roadway and to build economic activities. This investment will be geared towards strengthening pavement surfaces, construction of drainage where road failure tends to be high, construction of bridges and slope stabilisation projects.

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## **DRAINAGE**

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Integrated flood and drainage management planning also remains an area of focus for the Government, particularly given the impact of climate change. To this end, and over the medium term, increased emphasis will be placed on investing in flood mitigation efforts.

Over the medium term, the Government will continue to upgrade the drainage infrastructure in an effort to reduce flooding in low lying areas in Trinidad and Tobago. The Major River Clearing Programme which is implemented by the Ministry of Works and Transport will require the sum of \$ 19.0 million primarily for the Caroni River Reshaping and Restoring Works project and for Phase II of the Caroni River Rehabilitation and Improvement Works project. The Caroni River Reshaping and Restoring Works project will involve the dredging and reshaping of the Caroni River from the Uriah Butler Highway to the River Mouth. The Caroni River Rehabilitation and Improvement Works Phase II project will involve the construction of gabion basket and reinforced concrete walls, as well as embankment and improvement works to outfall drains.

The sum of \$17.0 million will be required for the continuation of projects under the Programme of Upgrade to Existing Drainage Pumps and Gate Inventory. The Programme will focus on the upgrade of pump stations and the replacement and/or rehabilitation of sluice gates and flap gates to ensure that the process of dewatering is effective and efficient. The major projects that will be implemented over the medium term include:

- upgrade of gate structures in the St. Augustine area
- reconstruction of the Sadhoo Trace (El Socorro South) pump house;
- upgrade of gate structures in the St. Helena area;
- reconstruction of Williams Street Pump House; and
- construction of Moruga Pump House and installation of gate.

Funding in the sum of \$31.0 million will be required over the next three years for the *National Programme for the Upgrade of Drainage Channels*. The programme will assist in alleviating flooding and provide structural protection to adjacent residential and commercial properties along the banks of the watercourses that have been identified for upgrade. Some of the major projects to be implemented include:

- rehabilitation works on the St. Ann's River proceeding upstream from the bridge on the Lady Young Road to the bridge on Cascade Road;
- rehabilitation works on the Maraval River from Pinehurst Park to Fens Furniture;

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- rehabilitation works on the Diego Martin River from the bridge on Wendy Fitzwilliam Boulevard proceeding upstream for 528.5 meters; and
- rehabilitation works along the Cascade and St. Ann's River proceeding upstream in the vicinity of Scouts TT National Headquarters.

The Ministry of Agriculture, Land and Fisheries (MALF) has implemented and will continue the Water Management and Flood Control Programme in the amount of \$7.5 million to provide and make available water for sustainable farming in the dry season through the:

- **Orange Grove Project** - the following flood mitigation measures will continue in the Orange Grove area:
  - o rehabilitation of embankments and installation of pipes with lock-off valves;
  - o rehabilitation of existing detention ponds; and
  - o implementation costs associated with operational priorities, staffing, equipment and vehicles - rental of vehicle, hiring of site supervisor and monitor, purchasing of computer.
- **Felicity Food Crop Project** - the following activities will be implemented:
  - o re-grading of channels;
  - o rehabilitation of bridge base to prevent salt water;
  - o rehabilitation of access roads; and
  - o implementation costs associated with operational priorities - staffing, equipment and vehicles.



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### WATER SECURITY

Water and wastewater projects continue to be prioritised in an effort to provide greater coverage of this basic need, rehabilitate existing infrastructure, stabilise water resources and optimise the water network. Support will be given to the Water and Sewerage Authority (WASA), through its water sector programme, to better achieve its mandate of delivering a safe, reliable and efficient water supply to satisfy the demands of all sectors of the economy. The efforts to improve the nation's water infrastructure will continue through prudent and efficient use of its water resources which would, significantly promoting water security for the country. In this regard, a total of \$251.0 million will be required over the three-year period 2023-2025 to stimulate projects that support water safety and reliability, these include the:

- **National Water Sector Transformation Programme (NWSTP)** will continue to facilitate the efficient replacement of high leakage mains, refurbishment of water treatment plants, installation of bulk meters and transmission lines; as well as the drilling and equipping of selected wells in order to ensure a more reliable supply of service to valued customers;
- **Refurbishment Works at the Caroni Water Treatment Plant (WTP)** will continue over the medium term with the Refurbishment/Upgrade of the Original Plant's Coagulation and Flocculation/Sedimentation Basins Process Units. Approximately 148,146 households (488,882 persons) comprising mainly domestic and commercial customers in North, Central and South Trinidad will benefit from an improved service supply of potable water that meets WHO health guidelines;
- **Wastewater Projects Trinidad and Tobago.** Wastewater management is very significant to ensuring the safety and good health of the citizens of the country. Therefore, the construction and refurbishment of Wastewater Treatment Plants will continue; and
- The Water and Sewerage Authority (WASA) will also undertake the new project: **The Design and Implementation of an Intelligent Virtual Guarding (IVG) System.** This new supporting operational system driven by the use of modern technologies will deploy an intelligent virtual guard system across WASA installations. This remote security system would utilise technology to safeguard the Authority's various facilities and assets, thereby reducing both the need for on-site security officers and the associated costs. The project will include remedial works to the physical security infrastructure at various locations in readiness for the IVG roll out. In addition, the solution offers 24/7/365 access control, alarm intrusion, business panic alarm and remote surveillance services from an off-site central monitoring station combined with corresponding real-time communication and responses to events.

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**ELECTRICITY**

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As the Trinidad and Tobago Electricity Commission (T&TEC) continues to support the growth and development of Trinidad and Tobago, an overall proposed investment of \$114.0 million in the electricity infrastructure will be made over the three-year period 2023-2025 to ensure that the growing electricity demand will be met.

Over the three year period, the Commission will continue with the implementation of the Electricity Programme which includes high impact projects such as Bulk Power, New Bulk Power, additional transmission infrastructure to move power from Trinidad Generation Unlimited (TGU) to national grid; public lighting, electrification and residential electrification assistance programmes; disaster preparedness, replacement of aged transmission infrastructure and renewable energy initiatives.

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### COMMUNICATION - DIGITISATION OF POSTAL SERVICES

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One of the key strategic objectives of the Trinidad and Tobago Postal Corporation (TTPost) is the transformation of the corporation into a state-of-the-art entity, capable of delivering a suite of postal and consumer services to all residents. The implementation of the Postal Code system in communities and the upgrade to the fleet of vehicles have furthered these goals. For the medium term, TTPost will focus on the:

- **Refurbishment and Construction Programme** geared toward adequately servicing the Universal Service Obligation (USO), reducing rental expense, facilitating the exploration of additional commercial opportunities, as well as securing our properties from unwanted visitors and pilferage; and
- **Security Infrastructure Upgrade Programme** will over the medium term implement the installation of CCTV systems at thirty-five (35) locations across the postal network, the installation of High-Density Security Perimeter Fencing at eight (8) Post and Delivery Offices and Intrusion Alarm Systems at forty-seven (47) outlets.

### PUBLIC SAFETY AND CITIZEN SECURITY

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Over the medium term, fostering citizen safety and security remains a priority of the Government to enable and maintain safe and sustainable development. Government will employ a multi-dimensional approach to address critical issues surrounding Public Safety and Citizen Security and will focus on:

- strengthening border security especially maritime security in dealing with migration and transnational crimes;
- upgrading national security infrastructure;
- strengthening the forensic data science capabilities; and
- improving disasters and risk management capabilities.

Over the medium period 2023-2025, the Ministry of National Security (MNS) will focus on the improvement of physical infrastructure and operations of national security agencies to ensure readiness to undertake matters of national security.

The Trinidad and Tobago Coast Guard (TTCG) as the country's primary maritime surveillance and control authority intends to acquire new naval assets, maintain the existing fleet of vessels and improve the physical infrastructure of bases across Trinidad and Tobago. The major activities that will be implemented include the:

- acquisition of four (4) high speed outboard interceptors - recent acquisitions by the TTCG concentrated on new larger vessels however smaller vessels provide efficiency, superior endurance and speed, making them ideal against similar size and class vessels, in addition to providing support to the



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larger vessels while out at sea;

- contracting of an Integrated Logistics Support Service for the two (2) cape class patrol vessels recently acquired by the TTCG. The TTCG understands that maintenance is foremost in ensuring the lifecycle of the vessels is preserved to ensure that the costs of corrective maintenance are controlled and that vessels are available and ready to respond to emergencies. Over the medium term, the TTCG will require in the sum of \$58.1 million to engage services for the logistic and engineering/maintenance services. These include training, logistics, maintenance administration support and having a credit line facility for scheduled planned and unplanned corrective maintenance services;
- design of an integrated logistics support facility at Heliport Base in the sum of \$1.5 million. Once designs are completed, construction will commence to provide the TTCG with a facility to carry out dry docking, maintenance of vessels and training of engineering personnel and seamen; and
- upgrade of the utilities at Staubles Bay in the sum of \$32.4 million. The utilities that will be upgraded to include the potable water and storage water supply system, the wastewater treatment plant, the electrical system and an air condition upgrade to the central HVAC system.

The Trinidad and Tobago Regiment (TTR) intends to invest an estimated sum of \$10.0 million to complete the construction and outfitting of dormitories at Camp La Romain, as well as, to undertake upgrade of infrastructure related to drainage, sewerage and construction of a car park. This investment will facilitate the development of this Camp and contribute to fostering safety and security with the citizenry on the south western part of the island.

The *Forensic Science Centre* project will require funding in the amount of \$6.0 million over the medium term period to upgrade the Integrated Ballistics Identification System (IBIS), and the procurement of other necessary equipment. In addition, the Forensic Science Centre will, pursue the accreditation of the institution to improve credibility of evidence related to criminal matters.

Over the three-year period, an investment totalling \$24.6 million will be provided for the Trinidad and Tobago Fire Service (TTFS) for the acquisition of vehicles and equipment for the Mayaro, Penal, Point Fortin and Arouca Fire Stations. Procurement was initiated in fiscal 2022, however fire fighting vehicles are custom built with an average delivery time of eighteen months from the date of the contract. Acquisition of these assets will contribute to the national security emergency fleet and disaster capabilities.

An investment of \$65.0 million will be required to continue the programme to construct/reconstruct fire stations throughout Trinidad and Tobago. Currently, the Point Fortin Fire Station is in the construction phase and is carded to be completed in fiscal 2023. Over the medium term, construction is expected to commence on the Arouca and Belmont Fire Stations. These stations are expected to contribute to the overall disaster preparedness and emergency services provided by national security agencies.



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### ***Rehabilitation of Offenders***

During the three-year period 2023-2025, an investment of \$52.5 million will be required for the construction, maintenance and upgrade programmes and projects of the prison service with emphasis on rehabilitative efforts in preparing prisoners for better integration into society and the upgrade of all prison facilities throughout the islands that include the:

- acquisition of 470 items of electronic monitoring equipment solution and the payment for extension of a maintenance Service Level Agreement (SLA) for two (2) years;
- development of rehabilitative programmes for young offenders;
- reconstruction of a building to be utilised as a Community Residence/ Rehabilitation Centre for Female Young Offenders;
- installation of a perimeter fence at the Golden Gove Prison; and
- completion of the upgrade of the plumbing and electrical system at the Remand Prison, Golden Grove.

## **LAW ENFORCEMENT**

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The Trinidad and Tobago Police Service (TTPS) guided by its Strategic and Operational Plan 2022-2024 and the Vision 2030 - Theme II: Delivering Good Governance and Service Excellence will continue activities which will modernise the TTPS to improve accountability and service delivery. The focus over the medium term is the implementation of projects and programmes which will enhance the resilience and sustainability of operations. There is an emphasis on leveraging information communications technology and providing occupational health and wellness for the TTPS. Another important element for the TTPS emphasises peace, security and prevention of gender-based violence and violence against the most vulnerable. Therefore, the need to bolster the core objectives continues throughout 77 police stations and several other facilities from which the TTPS operates and to ensure over the medium term that:

- facilities are maintained and refurbished to standards that provide a healthy work environment for officers and a welcoming space for those who need to access services and/ require assistance and;
- officers are provided with the appropriate technology and equipment needed to perform their duties proficiently.

It is anticipated that the sum of \$487.75 million would be required to achieve these objectives which are geared towards reducing the incidents and fear of crime, and improving accountability and service delivery.

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### ***Infrastructural projects:***

Over the medium term the TTPS will utilise an estimated sum of \$104.21 million to execute projects which will reduce the recurrent expenditure on rental properties and create centres that will increase accessibility to both traditional and non-traditional but much needed services.

A major priority remains to upgrade, refurbish and expand its facilities to provide space and amenities to adequately accommodate new and existing operational requirements. This is important as additional human and material resources are assigned to build capacity in units, sections, branches and divisions over time. Several of the projects for implementation over the three-year period are highlighted below:

- Improvement Works to Police Stations and Buildings;
- Upgrade of Police Administration Buildings;
- Establishment of Police Youth Club Facilities;
- Refurbishment of a Residential Quarters;
- Establishment of Facilities for Divisional Command Centres;
- Upgrade of Detention Cells at Police Stations;
- Refurbishment of Bungalows for Recruit Dormitory;
- Establishment of Facilities for the Guard and Emergency Branch; and
- Refurbishments Works to the Mounted and Canine Branch.

### ***Purchase of Equipment***

The TTPS is expected to fulfil modern day policing by effecting relevant projects/programmes which will equip the organisation with technological advancement in keeping with the maintenance of law and order within a national context. The details of the projected expenditure of \$46.5 million are summarised in order of priority for procurement as follows: ICT system for mobile assets and mobile devices tracking, remote communication, surveillance and body camera systems.

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### ***Purchase of Vehicles***

Mobility is a critical element of effective policing. To be effective, police officers must be in close proximity to the citizens they serve. The procurement of police vehicles will allow the TTPS to meet the operational requirements, increase visibility, ensure real time response and act as another tier of deterrence to crime.

An investment of approximately \$62.4 million is expected to assist the TTPS in expanding the fleet by adding 235 vehicles to meet a target of 2000 vehicles over the medium term. These include procurement of sport utility, sedan, long wheel base 4x4, SUV, 30 seater bus, tractor and bomb disposal truck vehicles.

### ***Development of a Computer System for the Police Service***

The procurement of office and ICT equipment and other technological tools and training that help with service delivery, will continue to be in pursuit of the goal of the transformation of the Service. As it becomes more technology driven, there will be a resource shift towards enterprise reporting systems, virtual meetings, investigations using access rooms and redeployment of human capital to higher level skill sets. As such, the TTPS is determined to acquire ICT driven equipment which is in keeping with best practices and international standards over the following three years. Some of the items which will be procured and installed over the medium term include:

▪ Network Security	▪ Network Cabling for Police Locations
▪ FUEC and FUL Management System	▪ Computer Systems Acquisition
▪ Livescan	▪ Network Printer Solution
▪ Mobile Adhoc Networking Technology	▪ Software
▪ Digital Fingerprint Capture System	▪ Access Control Deployment
▪ Property Rooms Management System	▪ Networking Cabling of Old Police Station
▪ Content Management Solution	▪ Interrogator System
▪ IP/PBX Solution	▪ Closed Circuit Television Deployment

It is also projected that upgrade of server rooms and the Police Service website will be accomplished, computerisation of the Crime Scene Photo Lab, implementation of the body and vehicle camera project and the expansion of the Police Network and GPS project works will be advanced.

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### ***Police Station Construction Programme***

The security of the citizens of Trinidad and Tobago is a fundamental component of the Government's development strategy. The TTPS is focussed on ensuring that the national community can conduct day-to-day activities without fear of criminal elements. As such, it is envisioned that by furthering work over the period 2023-2025 on the following two new police stations to aid in modernised services as well as, improved accountability and service delivery.

The police stations on which construction is expected to begin over the medium term are:

- Manzanilla Police Station and;
- Matura Police Station

These new police stations are required to provide for the operational and administrative needs of the TTPS in the new direction of modern policing. The new facilities will comprise but are not limited to a public reception space, private statement rooms, fingerprinting room, offices, ID parade and the viewing room to facilitate confidentiality when victims are required to identify offenders. Cells and processing areas for offenders will be accessed via separate, secured vehicle areas and standard sally ports.

The stations will also be outfitted with in-house lecture rooms, a library and gymnasium, together with facilities such as appropriate dormitories for male and female officers, kitchen, laundry room, prayer room and a private office for counselling. These facilities will support efforts to ensure that police officers are not only well trained but also physically and mentally prepared to interact with members of the public.

### ***Development Works at the Police Academy***

To address a number of challenges at the Police Academy, a land use planning firm was engaged in 2021 which developed a Conceptual/ Land Use Plan and proposed Design Engineering Drawings and cost estimates to capture all works required.

There is an urgent need for additional dormitory facilities and for additional residential training capacity commensurate with increased throughput of recruits at the Academy. In general, the land use will need to be rationalised in the areas of road network and parking.

The development works will be implemented on a phased basis and several of the integrated phases involve major construction projects being done through special purpose state enterprises. Over the medium term, implementation is scheduled to run from fiscal 2023 to the end of fiscal 2024 and will be as follows:

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FISCAL YEAR/PHASES/ACTIVITIES	DURATION	Estimated costs \$ million
Fiscal Year 2023 (Phase 1)	15 months	32.0
▪ Dormitory facility for 300 recruits	14 months	10.5
construction of a four (4) storey building that includes shared quarters, washrooms, showers, laundry room, elevator, sprinkler system, fire escape, service engineering rooms, reading rooms for studying and all accompanying fixtures and furnishings.		
▪ Dormitory facility for 60 instructors		
construction of a dormitory to accommodate 60 live in instructors. These include persons teaching various modules as well as drill instructors, and arms trainers. The dormitory would include shared quarters, washrooms, showers, offices and laundry including fixtures and furnishings.		
Fiscal Year 2024 (Phase 2)		
▪ Multi-storey car park for 200 vehicles	13 months	42.5
construction of a multi-storey car park to accommodate 200 vehicle parking spaces for all users of the Academy (staff of the various units such as E999, armory, cafeteria, Transport/ Telecom Branch, maintenance staff, sports club, grounds men), instructors, recruits and visitors.		
Total Estimated Costs		85.0



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When completed the TTPS will be expected to be able to increase capacity for higher numbers of recruit intake and the number of instructors, thereby assisting in eliminating the shortage of officers between sanctioned and actual strength. The Academy would also achieve appropriately rationalised, secure and adequate number of parking spaces.

### ***Establishment of a Coastal and Riverine Patrol Unit***

The establishment of a Coastal and Riverine Patrol Unit is required to combat the criminal activities by having adequate police presence within shallow waters (rivers) and along the seafront. The TTPS has capitalised on the waterfront location of the newly constructed Carenage Police Station to establish the Coastal and Riverine Unit.

Over the medium term it is envisaged that the Coastal and Riverine Division will be established across three (3) locations throughout Trinidad. Interceptors will be launched in the San Fernando and Point Fortin environs. Flat bottom vessels will patrol the low-lying waters in the Gulf of Paria and the swamp and interceptors would be placed at the Trinidad and Tobago Defence Force compound to cover the seafront from Sea Lots to the western peninsula.

The TTPS will work closely with the Coast Guard and provide support to other government and non-government agencies involved in maritime safety, coastal operations and law enforcement as this will aid in strengthening the national security structures and increasing the crime detection rate.

## REGIONAL DEVELOPMENT PLANNING

Over the medium term the Government will continue to invest in regional development initiatives that support the realisation of its national development agenda.

The Ministry of Planning and Development will oversee the continued development of the Chaguaramas peninsula. Chaguaramas was identified as a key region for transformation with its natural amenities, heritage sites and investment opportunities. To this end, infrastructural and upgrading works to various public facilities (including the Chaguaramas Golf Course, the Gasparee Cave and the Williams Bay) will be undertaken by the Chaguaramas Development Authority towards the establishment of the region as a premiere ecotourism destination, business and entertainment centre.

Government will also continue to roll out the *Revitalisation of Port of Spain* over the three year period 2023-2025, through the provision of sustainable urban infrastructure that promotes comfortable living, eases traffic congestion and provides business development opportunities. The Ministry of Planning and Development will continue to coordinate the seven (7) development initiatives executed through UDeCOTT as follows:

- Memorial Plaza Development;
- Salvatori Development;

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- Piccadilly Housing Development;
- Powergen Development;
- Redevelopment of City Gate;
- Inter City Transit Tram System; and
- Foreshore Green Space.

Critical to the future of regional development planning will be the *Establishment of the National Physical Planning Authority (NPA)*. This will see investment over the medium term to allow the Authority to engage consultants to assist in the recruitment of senior management staff, make orders and regulations for the full proclamation of the Planning and Facilitation of Development Act (PFDA).

### ADMINISTRATION - PROVIDING MODERN, SAFE PUBLIC BUILDINGS

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Government will continue to support programmes and projects to ensure that public buildings are green, eco-friendly, secure, safe and healthy in accordance with the Occupational Safety and Health Act. Focus will be placed on building and transforming public buildings equipped with modernised state-of-the-art technology and comfortable accommodation to improve efficiency in operation and delivery of service.

Over the three-year period 2023-2025, the Government through ministries, departments and agencies is expected to refurbish, customise, furnish and equip public buildings to meet Occupational Safety and Health (OSH) Act Standards and to create comfortable working environments to serve the public. It is also expected that the construction, refurbishment and purchase of buildings would help to reduce the high annual rental and maintenance costs, through the following initiatives:

- refurbishment and re-tooling of constituency offices of Members of the House of Representatives;
- construction of a duplex to house Judicial officers in Tobago and construction of an Official Residence of the Honourable Chief Justice of Trinidad and Tobago;
- outfitting of the Immigration Office Building, San Fernando which was purchased in fiscal 2022;
- outfitting works at the Office of the Attorney General and Ministry of Legal Affairs at the following locations:
  - o San Fernando offices for the Director of Public Prosecutions;
  - o Tower C, International Waterfront Centre to facilitate the relocation of the Civil Law Department; and
  - o Registrar General's Department, South to facilitate the relocation to Gulf City, La Romaine.

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- construction of a new state-of-the-art facility for the Forensic Laboratory and Pathology Services to be funded by the People's Republic of China;
- construction of a new Meteorological Services Division Building in Trinidad which will house the Divisions' Units;
- continuation of the repairs and renovations to Rudranath Capildeo Learning Resource Centre and various Education District Offices;
- continuation of upgrade and expansion works at the MHUD head office, Eastside Plaza and New City Mall, and construction of a new building located at No. 43, Independence Square (Drag Brothers Mall);
- refurbishment of the Ministry of Works and Transport's head and sub offices;
- continuation of work at the Central Administrative Services, Tobago including the computerisation and networking as well as, the refurbishment and purchase of equipment for the Meteorological Services Building;
- continuation of infrastructural works and the installation of new security systems at the Cipriani College of Labour and Co-operative Studies, and the relocation of the Ministry of Labour and Small Enterprises Development (MOLSED) OSH head office;
- extensive works at MRDLG head office with:
  - construction of a new building, an annex and renovation to existing buildings.
  - renovation to regional corporation offices; and
  - ongoing construction of a new administrative complex for Diego Martin and Penal/Debe Regional Corporations;
- continued construction of a National Archives building based on international standards to provide storage for Government records;
- refurbishment of the Tunapuna, and Siparia Administrative Complexes and refurbishment of the NALIS building;
- design, construct and outfit the Arima Administrative Complex which will house a number of government agencies to facilitate ease of doing business and improve access to government services;
- renovation and upgrade of various divisions and offices of the MALF, including Research Division - Analytical Services Laboratory;
- upgrade and refurbishment of the Finance Building at the Eric Williams Financial Complex and

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refurbishment works to District Revenue Offices throughout the country; and

- construction of a new building at the MFCA, renovation of housing units at Flagstaff, Long Circular, renovation to High Commission in Caracas, and the establishment of two (2) new High Commissions at Kenya and Qatar.

### IMPROVEMENT IN LAW ADMINISTRATION

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Over the medium term focus will continue on the use of ICT solutions to aid with crime detection and prevention. Legislative reform will also continue as well as other measures to instil public confidence in all law enforcement agencies. Advances in the use of technology to empower the justice system towards more timely dispensation of justice will be supported.

#### ***Court Facilities***

The Government is committed to support one (1) of the three (3) arms of the State over the medium term to create new divisions and differentiate case flow management between Family and Children; Criminal and Civil processes. The Judiciary will require funding in the amount of \$7.0 million to increase the number of Virtual Access Customer Centres (VACCs) and video conferencing Courts. Ongoing works will also continue over the three year period with a proposed allocation of \$78.4 million for the Improvement/ Refurbishment of Court Facilities project to facilitate upgrades and construction of new courts that include the:

- continuation of the modifications and *Rehabilitation of the Hall of Justice (HoJ), Port of Spain* to accommodate the Criminal Divisions and Criminal Courts;
- completion of Phase I in regard to the *Refurbishment of Magistrates' Courts* to accommodate specialised court services which comprises of Small Claims, Coroner's, Sexual Offences, Drug Treatment and Domestic Violence Courts, and the addition of virtual courts and Virtual Access Customer Centres (VACCs);
- renovation works at the *Port of Spain Magistrate Court* by UDeCOTT that encompass upgrades to the electrical system, air conditioning, repairs to roof leaks, and painting of internal and external walls;
- completion of renovations at the *San Fernando Supreme Court* by UDeCOTT which comprises civil and MEP upgrade, repairs to the roof and sewer system and façade upgrade;
- completion of designs for the reconfiguration for the *Expansion of the Siparia Magistrates' Court* with fencing and upgrade works to the roof;
- completion of Phase III of the *Construction of Video Conferencing Centre at Golden Grove Arouca* permanent structure located at the Remand Prison facility. The Judiciary will be expanding the video conferencing services at other prison facilities namely Youth Training and Rehabilitative Centre (YTRC), Eastern Correctional Rehabilitation Centre (ECRC) and the Maximum Security Prison; and

## VISION 2030: DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE

- continuation of Phase I of the expansion of the *Family Court, Port of Spain* with the acquisition, design, configuration and outfitting of an adjacent building.

### CAPACITY BUILDING AND INSTITUTIONAL STRENGTHENING

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One of the key priorities of Government is transforming the efficiency and effectiveness of the public service towards improving the ease of doing business and increasing our global competitiveness. To achieve this objective and to respond to the increasing complexity of service delivery as well as to build the required capacity for public administration, initiatives in the area of capacity building and institutional strengthening continue to be regarded as critical over the medium term.

With a proposed investment of \$71.4 million over the three-year period 2023-2025, the Ministry of Public Administration will continue its focus on the roll out of an implementation strategy that will have an impact on establishing and building a critical mass of competencies within the public service through the following initiatives:

#### ***Modernisation of the Public Service Academy***

The *Modernisation of the Public Service Academy* project will facilitate enhanced skills and competencies, achieve greater professional fulfilment of the staff and ensure that the Academy is well equipped to expedite learning and development of the members of the public service.

A proposed allocation of \$3.2 million will advance four (4) key areas over the next three (3) fiscal years as follows:

- restructuring of the Public Service Academy (PSA) which includes development of a learning programme, and a marketing strategy;
- capacity building for members of staff;
- rebranding of the PSA; and
- accreditation of programmes and the institution.



## VISION 2030: DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE

### ***Public Sector Performance Management System***

One of the key elements of excellence in public service delivery is the development and implementation of robust performance management interventions. Through the *Public Sector Performance Management System* project with a proposed investment of \$3.5 million the following activities will be undertaken over the three-year period fiscal 2023-2025:

- development of key performance management frameworks for Ministries, Departments and Agencies for the services that they deliver on a daily basis;
- building the capacity of Ministries, Departments and Agencies to collect, analyse and evaluate the right data to manage the performance of Ministries in the delivery of services;
- development and implementation of a technology enabled solution that will allow Ministries to share data on performance across the GORTT; and
- development and implementation of a citizen engagement platform on service delivery in the public service to receive insightful feedback on performance and the ways in which this can be improved.

### ***Development of the Workforce Planning Strategy for the Public Service***

Strategic workforce planning is fundamental to capacity building in organisations and facilitates the development of competencies in the public sector to promote greater efficiency and quality in the delivery of services. With a total proposed investment of \$1.5 million over the three-year period 2023-2025 the MPA will be required to achieve the following:

- current state assessment of the public sector;
- future state for the public sector;
- gap analysis; and
- development of an action plan for the public sector.

### ***Development and Implementation of a Public Sector Integrity System***

Integrity is critical to the proper functioning of the public service. Through the *Development and Implementation of a Public Sector Integrity System* project systems will be put in place to allow members of the public and members of staff within the public service to report instances of wrongdoing safely. To realise this, an investment over the three-year period 2023-2025 in the amount of \$ 1.7 million will be required to facilitate:

- development and implementation of the public sector integrity system;

## VISION 2030: DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE

- roll out of the system to all ministries, departments and agencies; and
- training and communication programme for citizens and members of the public service.

Over the medium term, a National Human Resource Plan for the Civil Service is expected to be developed and implemented. The intent of the proposed Plan will be to bring focus on the major areas of human resource management development and digitalisation required to improve performance of the Civil Service and improvement in the delivery of services to all stakeholders.

Since the workforce is an important asset to draw investment and attain sustainable development, initiatives aimed at improving the skills of the nation's labour force will be undertaken, to ensure they continue to be equipped for the 21st century. To this end, the Government intends to coordinate the needs of suppliers and users of labour in key sectors over the medium-term period 2023-2025, by investing in the following projects:

- review of the *Labour Legislation Reform* with amendments to Legislations that will allow a dynamic labour environment. As such, the review the Workmen Compensation Act Chapter 88:06 and the Trade Disputes and Protection of Data Act Chapter 88:03 will be finalised during the period;
- **review of the Regulations of the Occupational Safety and Health (OSH) Authority** will continue to promote a safe and healthy workplace by developing a subsidiary legislation in the form of Regulations, to pursue areas of Creation of Control of Substances Hazardous to Health (COSHH), Working from Heights, and Manual Handling Regulations;
- collect and analyse data, as well as formulate reports through contracted consultants, the Ministry of Labour intends to undertake the following projects in order to publish the:
  - **Conduct of a National Baseline Survey on Knowledge, Attitudes, Beliefs and Practices on HIV in the Workplace** - a survey will be conducted on the knowledge, attitudes, practices and beliefs with regard to HIV and AIDS in workplaces; and
  - **Development of a Modernised Labour Market Information System a survey will be executed** - to determine employers' unfulfilled demand for skilled labour.



# VISION 2030:

PLACING THE ENVIRONMENT  
AT THE CENTRE OF SOCIAL  
AND ECONOMIC DEVELOPMENT



# VISION 2030: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT

## ENVIRONMENTAL MANAGEMENT AND POLICY

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### ***Coastal Protection***

The Government will continue to address coastal erosion in affected communities and the emphasis over the next three-year period 2023-2025 will be placed on the design and implementation of policies and programmes that are aligned to international environmental management standards, as well as the infrastructural design and protection of properties against coastal flooding and erosion. The *Paria Road Coastal Protection Programme* will focus on providing coastal engineering solutions to areas along the main north coast Paria Road that have been severely affected by coastal erosion. This road is a major transportation artery that connects the northern communities to the rest of the country. A total of \$31.0 million will be required for this programme over the medium term.

### ***Environment***

The green environment is central to the government's effort toward sustainable development and as such, there is need to protect biodiversity and related habitats and ecosystems such as forests and marine areas. There is also the need to restore landscapes, including deforested and degraded lands, through afforestation, agroforestry, sustainable soil and land management, integrated water resources management, and climate-smart agriculture to provide social, environmental and economic benefits. Recognising the importance of balancing social and economic transformation with environmental conservation and management, the pivotal shift to 'green' policy planning is therefore the key to meeting present demands without compromising, and to guarantee environmental security and the well-being of future generations.

The Ministry of the Planning and Development, in collaboration with the Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL), the Forestry Division of the Ministry of Agriculture, Land and Fisheries and the Tobago House of Assembly (THA) will continue to advance the environmental agenda over the 2023-2025 period.

The *National Environmental Policy (NEP)* articulates the priorities determined by the people of Trinidad and Tobago as critical to achieving environmental sustainability and ultimately, sustainable development. This policy provided the overarching framework for environmental management where MDAs also aligned their investment projects. Although the responsibility for monitoring the implementation and effectiveness of the NEP resides with the Environmental Management Authority (EMA), the achievement of policy actions is driven by the action of each citizen across the public, private, governmental, and non-governmental sectors. All stakeholders therefore have a critical role in ensuring a sustainable future for Trinidad and Tobago.

A number of key initiatives will be advanced under the Three-year PSIP 2023-2025. Among these are the continued implementation of projects under the THA, SWMCOL and the Forestry Division.



## VISION 2030: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT

### ***SWMCOL***

SWMCOL has the overall responsibility for waste management with the specific function of the management of three landfill sites, industrial and commercial solid and liquid waste collection as well as paper and cardboard recycling activities. Over time, SWMCOL's mandate has been expanded to be in alignment with national development policies, such as Vision 2030, the National Environmental Plan (NEP), the National Integrated Solid/ Resource Waste Management Policy 2014 and the National Waste Recycling Policy 2015. The Company continues to reorganise and re-strategise to better discharge its present and future responsibilities undoubtedly linked to the implementation of the recently completed Solid Waste Management Policy by the Ministry of Rural Development and Local Government. SWMCOL has developed a Strategic Plan 2021 to 2025 "Pathway to Sustainability" which is currently before the GoRTT for noting following review by the Finance and General-Purpose Sub-Committee of Cabinet. The strategic plan aims to transform SWMCOL into an efficient world class service provider, while at the same time building national consciousness and a culture of care for the environment. This aspiration and role are encapsulated in the revised vision and mission of the Company.

During the medium term, \$13.4 million would be required for the continued implementation of the following SWMCOL projects:-

- upgrade to Administrative and Welfare Facilities Phase 1 Beetham Landfill;
- upgrade of Access Roads at the Landfill Sites; and
- establishment of an Engineered Sanitary Municipal Solid Waste (MSW) Landfill, Forres Park

### ***Forestry***

The importance of investing in forestry remains critical to the government as deforestation has been one of the major issues affecting the environment in various parts of the world. However, with the investment in "green" assets, the negative impact can be reversed. The Forestry Division has aimed to reforest degraded areas in efforts to reduce the risk of global warming and to minimise carbon foot print. Focus will continue to be placed on other attributes such as water quality protection, recreation, wildlife habitat, aesthetics, timber and forest products, and particularly flood risk reduction. The increasing frequency and severity of flooding particularly in northern areas of Trinidad, bears testimony of the need for a comprehensive and aggressive programme of forest regeneration in the medium term.

The implementation of forestry projects is expected to continue by providing goods and services, particularly the supply of materials such as wood, fibre, food, energy, medicine and being a source of food and cash income.

In the medium term, the Forestry Division will require the sum of \$22.0 million to continue to promote sustainable forest management to ensure sustainability of the forests in the future through the following activities:-

## **VISION 2030: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT**

- upgrade nursery facilities;
- site preparation - removal of shrubs from 10 hectares, cutting of fire trace around perimeter, burning or removal of debris, marking of lines for planting;
- tend and supply - clear young plant of all vines and replace dead plants;
- stake and plant - 426,833 plants;
- seedling production - 460,000 seedlings;
- repairs to fire towers - Thomas Trace Matura and St. Benedict's;
- establishment of fifteen (15) sample plots (1,289.02 hectares), demarcation, measurements and data records at the Matura western extension - East northern range;
- felling and looping of overgrown trees and removal of unwanted species and improvement planting at: Block 6- Rio Claro East (size 243 hectares), Block 5- Rio Claro West (size 263 hectares) and Block 24- Catshill (size 200 hectares);
- training in fire suppression: 6 Forest Fire Workshops;
- conduct reconnaissance survey, demarcate and establish research plots;
- planting 5000 plants at the Mt. Harris, Aripo;
- infrastructural maintenance and upgrade - Nariva Swamp Field Station;
- forestry access roads repairs at Main Ridge- Siparia/Quarry, Mango Road, Brickfield, Guy Trace, Mt Harris; and
- renovation works at the San Fernando Hills, Lopinot Historical Complex, Caura Recreational Site and Cleaver Woods Recreational Park.

The THA is also charged with the responsibility of maintaining the pristine nature of its natural environment as it seeks to advance economic development. The brand image of Tobago as "Clean, Green, safe and Serene" must be maintained through a carefully crafted strategy of sustainable development. One of the projects expected to continue with implementation during this medium term is an integrated response to the management of sargassum continues to be a challenge on the island's beaches.

## VISION 2030: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT

### ENERGY/RENEWABLE ENERGY ALTERNATIVES

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Trinidad and Tobago, as a mature fossil fuel energy producer and exporter, will continue to ensure that there is balance between the use of non-renewable and renewable energy resources by creating an innovative and diversified energy sector. Leveraging its century long role in the industry to export energy services to new and established energy producers as well as encouraging investments in the upstream and downstream sectors, will serve to further capitalise energy sector revenues.

As the energy sector continues to be the main driver of the economy, maintaining this position requires the creation of a resilient energy sector which maximises the use of existing resources and facilitates the growth of alternative sources of energy to meet long term demand. Developing strategies to diversify within the sector, maintaining existing and initiating new partnerships and facilitating the growth of investment partnerships as well as locally owned companies will be imperative.

In this regard, a proposed overall investment of \$0.81 million, the Ministry of Energy and Energy Industries (MEEI) will continue with its initiative of creating an enabling environment for renewable energy and energy efficiency over the next three (3) years. This will enable the maintenance of the Port of Spain and Chaguaramas *Synthetic Aperture (SAR) Radar Systems* which is used for the early detection of oil spills in the Gulf of Paria and the *Acquisition of an Unmanned Aerial System (UAS) for the Minerals Sector* which is used for the detection of oil spills in areas where there is little or no surveillance.

Over the medium term, an investment of \$87.0 million will be provided for the execution of the *Dredging of Sea Lots Main Channel and Turning Basin* will be undertaken so that the Channel can return to the seven (7) metres depth to allow for ease of navigation of vessels.

A total allocation in the amount of \$1.58 million will also be required for the MEEI to undertake the following *Renewable Energy and Energy Efficiency (RE&EE)* Initiatives over the medium term:

- **Solar Traffic Light Project** - traffic lights based on solar power present an opportunity for lighting cost reductions. The energy generated in such systems by the radiation from the sun will result in an indirect dislocation of a percentage of natural gas used in the generation of electricity. Some of the benefits of implementing this project is the reduction in greenhouse gas emissions and an increase in public awareness of the use of renewable energy;
- **Installation of Electric Vehicle (EV) Charging Stations and Solar LED Lighting at Queen's Hall** - the introduction of Electric Vehicle (EV) Charging Stations are significantly more energy-efficient as the combination of solar energy and electric vehicle (EV) charging is the key in drastically reducing carbon dioxide (CO<sub>2</sub>) emissions and our dependence on fossil fuels. Electricity comes from a variety of sources and it is crucial that electric vehicles be powered by renewables to realise these benefits over the medium term period; and
- **Solar Roof Top Project** - installation of Solar Photovoltaic (PV) systems in five (5) houses in new public housing developments will be identified. The project will be an Inter-Agency collaboration

## **VISION 2030: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT**

with participation from the MEEI, the Ministry of Housing and Urban Development (MOHUD) and the Trinidad and Tobago Electricity Commission (T&TEC). The following are notable benefits of this project:

- o reduction in the reliance on fossil fuel generated electricity in the public housing sector;
- o a real-life scalable example of a Housing Development Programme which will be powered by Solar PV thereby creating awareness in solar energy and energy conservation; and
- o fuel cost savings for Trinidad and Tobago as well as a reduction in Green House Gas (GHG) emissions

# APPENDICES





## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME I : PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET					
Housing and Village Improvement Programme	To provide affordable and high-quality housing targeting villages with neglected infrastructure and poor-quality housing; with housing subsidies and upgraded infrastructure. This project will assist in achieving the goal “Taking Care of the Vulnerable” as identified by the R2R.	Ministry of Housing and Urban Development	58.000	30.000	30.000
Regularization and Regeneration of Communities – Greater POS Region	To upgrade the living conditions and improve the quality of life of residents within the informal communities of Port-of-Spain and environs, through infrastructure improvements.	Ministry of Housing and Urban Development	3.000	3.000	3.000
Health Information System for Point Fortin and Arima Hospitals	To procure and implement a health information system that will encompass all aspects of healthcare	Ministry of Health	8.000	10.000	10.000

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025

#### VISION 2030 DEVELOPMENT THEME I : PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET

management  
(across two Regional  
Health Authorities  
in the first instance),  
which will serve as  
a prerequisite for  
the national health  
insurance system.

Construction of Sangre Grande Hospital	To construct a new hospital at Ojoe Road, Sangre Grande, which will have a capacity of 106 in-patient beds and is geared towards enhancing the delivery of public health services to guarantee good health care for all.	Ministry of Health	77.000	19.500	0.000
Re-Development of Port of Spain General Hospital	To construct the new Central Block at the Port-of-Spain General Hospital in accordance with international best practices and standards, which will have a bed capacity of 540 in-patient beds, and is geared towards enhancing	Ministry of Health	80.000	6.123	0.000

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025

#### VISION 2030 DEVELOPMENT THEME I : PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET

	the delivery of public health services to guarantee good health care for all.				
Medical Equipment Upgrade Programme	To procure and install essential medical equipment, which is critical to ensuring that healthcare institutions operate at optimum standards.	Ministry of Health	60.000	43.700	7.550
Establishment of a National Children's Registry	To create a government database for the monitoring of children development. This will provide a more efficient and effective method of monitoring child development, specifically aimed at reducing child abuse, neglect and exclusion in Trinidad and Tobago.	Office of the Prime Minister (Gender and Child Affairs)	0.250	0.000	0.000
Retraining of Women in Small and Micro Enterprise Development	To support entrepreneurship for vulnerable groups.	Office of the Prime Minister	1.000	0.186	0.000

# APPENDIX I

## SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME I : PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET					
Digital Education Programme	To procure and distribute laptops for Government and Government-assisted Primary and Secondary Schools. This will allow underprivileged or students without devices to participate in online learning.	Ministry of Education	20.000	0.000	0.000
Community Water Improvement Programme	To provide a water supply to rural communities to bring relief to the unserved or underserved areas.	Ministry of Public Utilities	25.000	0.000	0.000
National Street Lighting Programme	To provide well-lit communities and roadways thereby contributing to a greater sense of security.	Ministry of Public Utilities	5.000	3.000	3.000

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME I : PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET					
The Implementation of the National Policy on Sustainable Community Development (NPSCD) for Trinidad and Tobago	To facilitate residents and organisations in collective examination of their communities and assets, to develop initiatives and execute projects, based on an agreed vision and plan for development; to enhance their human and social, economic, environmental and cultural development.	Ministry of Sport and Community Development	0.400	0.300	0.000
Refurbishment of Community Centres	To refurbish Community Centres including roof and ceiling works, plumbing and electrical upgrades and finishes in the various areas throughout the country.	Ministry of Sport and Community Development	15.000	7.820	0.000
Construction of Community Centres	To provide two-storey facilities that will have all the infrastructure such as computer room, male/female dressing rooms, auditorium with stage, security, parking and fencing, access to persons with	Ministry of Sport and Community Development	60.000	80.000	70.000



## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025

#### VISION 2030 DEVELOPMENT THEME I : PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET

	disabilities, green building features and air-conditioning in limited areas.				
National Apprenticeship Programme [Non-Energy Manufacturing Sector.	To equip trainees with the necessary skills set that meets and exceeds the current and future skills gap in the manufacturing sector.	Ministry of Trade and Industry	8.000	11.000	12.800
<b>TOTAL</b>			420.650	214.629	136.350

#### VISION 2030 DEVELOPMENT THEME II : DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE

Development of an Integrated Financial Management System (IFMIS)	To enhance the management of public sector budgetary, financial and accounting operations. It will facilitate effective financial management with a centralized registry of public sector revenues and expenditures.	Ministry of Finance	30.000	0.000	0.000
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## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME II : DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE					
Establishment of the Trinidad and Tobago Revenue Authority	To facilitate a platform geared towards the modernisation of revenue administration, as well as incorporating updated ICT infrastructure to ensure a more efficient and effective system.	Ministry of Finance/ Inland Revenue	20.000	0.000	0.000
Restructuring of the Central Statistical Office	To accelerate the reform of the national statistical system which will facilitate timely, reliable and accurate data for improved decision-making, coordinated statistical activities, adherence to statistical standards and policy formulation. This transformation will enhance the quality and integrity of data particularly through the increased use of ICTs in the conduct of its work.	Ministry of Planning and Development	0.000	9.500	0.000

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME II : DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE					
Digital Transformation of National Archives of Trinidad and Tobago	To improve service quality and efficiencies in the delivery of government services through digital interventions.	Office of the Prime Minister	3.000	1.650	1.650
Digitalisation of the MPA	To improve service quality and efficiencies in the delivery of government services through digital interventions.	Ministry of Public Administration	2.000	0.000	0.000
Digital Government Programme	To develop a digital identity for all citizens and residents for shared use by all sectors, and expansion of Cloud-based services.	Ministry of Digital Transformation	30.000	60.000	30.000
Digital Society Programme	To develop and implement policies to address affordability and ensure equitable access by every segment of the population, with a special focus on the vulnerable and disadvantaged populations.	Ministry of Digital Transformation	50.000	20.000	20.000

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME II : DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE					
Digital Economy Programme [Improving ICT Policy and Legislation]	To accelerate the implementation of electronic payments for government service and instituting ICT learning and building of an e-Ready workforce.	Ministry of Digital Transformation	10.000	10.000	7.000
Enhancement of the SEW (IDB Loan)	To facilitate the ease of doing business with public sector agencies.	Ministry of Trade and Industry	40.000	27.000	15.000
Family Court - Institutional Strengthening	To expand the services of the Family Court beyond Port of Spain to other parts of Trinidad and Tobago due to the establishment of the Family and Children Division (FCD) in February, 2018. The proclamation of the Family and Children Act, allowed the Judiciary to continue its drive towards judicial reform and service excellence.	The Judiciary of Trinidad and Tobago	3.000	0.000	0.000

# APPENDIX I

## SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME II : DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE					
Establishment of a Children’s Court of Trinidad and Tobago	To give effect in keeping with legislation, the Family and Children Court Act, 2016.	The Judiciary of Trinidad and Tobago	3.000	0.000	0.000
Restoration of the San Fernando Supreme Court Building	To construct a new wing of the Supreme Court Building, that will provide additional courtrooms, accommodation for members of juries and witnesses etc., to cope with the expected 10-fold increase in criminal matters at the Criminal High Court. This is due to the imminent proclamation of Administration of Justice (Indictable Proceedings) (Amendment) Act, 2019.	The Judiciary of Trinidad and Tobago	7.200	0.000	0.000
State of the Art Municipal Police Station in each municipality to accommodate 100 Officers	To strengthen the Municipal Police in order to augment the TTPS and equipping the Municipal Police to fulfil their mandate in	Ministry of Rural Development and Local Government	15.320	34.053	15.610

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency			
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME II : DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE					
	Community Policing in accordance with Local Government Reform.				
Strengthened Information Management at the Registrar General's Department	To improve service quality and efficiencies in the delivery of government services through digital interventions.	Ministry of the Attorney General and Legal Affairs	4.950	0.000	0.000
Ministry of Labour Digital Transformation Plan	To provide 24-hour accessibility to the Ministry's services through online and mobile platforms.	Ministry of Labour	4.000	2.000	2.000
Redesign of the official website of the Ministry of Labour	To provide an E-platform which will allow full optimization and access to Government services.	Ministry of Labour	0.500	0.222	0.222
TOTAL			222.970	164.425	91.482



## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME III : IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION					
Programme of Upgrade to Existing Drainage Pumps and Gate Inventory	To upgrade pump stations and replace and/or rehabilitate sluice and flap gates across Trinidad.	Ministry of Works and Transport	8.000	6.000	3.000
Construction of a Terminal and Associated Facilities at the ANR Robinson International Airport	To modernise the country's airports to meet international standards and travellers' demands in a globalised world. The support structure of economic sectors is required to manage multiple functions relating to operational, environmental, technological and commercial needs.	Ministry of Finance	200.000	0.000	0.000
De-silting and Rehabilitation of Hillsborough Dam in Tobago	To implement a phased 10-year programme to secure water resources; a project which is aligned with the R2R strategy.	Ministry of Public Utilities	10.000	10.000	0.000

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME III : IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION					
Development of New Water Sources	To increase the level of water production and storage capacity in Maraval and environs.	Ministry of Public Utilities	2.000	0.000	0.000
Moruga Well Development	To implement a phased 10-year programme to secure water resources; a project which is aligned with the R2R strategy.	Ministry of Public Utilities	2.000	0.000	0.000
Wastewater Projects Trinidad and Tobago	To facilitate smart growth through spatial and infrastructure development, as outlined in the R2R strategy of waste and wastewater management; by expanding the expansion of wastewater programmes.	Ministry of Public Utilities	5.000	10.000	10.000
National Water Sector Transformation Programme (NWSTP)	To strengthen the sector’s regulatory and institutional environments, a phased 10-year	Ministry of Public Utilities	60.000	68.000	59.000

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025

#### VISION 2030 DEVELOPMENT THEME III : IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION

	programme to secure water resources, a project which is aligned with the R2R strategy. The components are Water Stabilization and Improvement, Water Sector Transformation and Network Optimisation.				
Upgrade of Drainage and Fire Hydrants at Industrial	To upgrade and expand the existing Industrial parks to improve efficiency and attract new investment opportunities.	Ministry of Trade and Industry	2.000	0.000	0.000
Estates Upgrade to Factory Road Industrial Park	To upgrade and expand the existing Industrial parks to improve efficiency and attract new investment opportunities.	Ministry of Trade and Industry	8.000	8.000	8.000
Infrastructure Revitalisation of Port-of-Spain	To implement several development initiatives geared towards rejuvenating and transforming the city, addressing urban	Ministry of Planning and Development	2.000	0.000	0.000

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
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#### VISION 2030 DEVELOPMENT THEME III : IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION

	challenges including accommodation and traffic congestion, and seizing development opportunities.				
Automation of the Construction Permit Process	To enhance and continue the roll out of the DevelopTT online construction permitting system, intended to improve the ease of doing business.	Ministry of Planning and Development	2.521	0.000	0.000
Smart City Infrastructure	To facilitate smart growth in Trinidad and Tobago through spatial and infrastructure development.	Ministry of Planning and Development	2.000	0.000	0.000
<b>TOTAL</b>			<b>303.521</b>	<b>102.000</b>	<b>80.000</b>

#### VISION 2030 DEVELOPMENT THEME IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES

National Quality Infrastructure Enhancement Programme	To increase global market share and foreign exchange returns through exports, requires producing goods of high quality that can meet international	Ministry of Trade and Industry	7.500	11.900	16.900
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## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025

#### VISION 2030 DEVELOPMENT THEME IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES

	<p>standards. The programme entails:</p> <ul style="list-style-type: none"> <li>▪ Establishing an Independent Accreditation Body</li> <li>▪ Implementing of the Accreditation of Public Laboratories</li> <li>▪ Updating the regulatory Framework to support exports</li> <li>▪ Public awareness and education</li> </ul>				
Development of the Steel Pan Manufacturing Sector	<p>To provide grant funding; capacity building; improving the quality and quantity of raw material; and quality standardisation. Trinidad and Tobago is the birthplace of the steel pan, and in itself, this can be leveraged internationally for a vibrant pan industry.</p>	Ministry of Trade and Industry	2.000	7.000	10.000
Development of the Eco-friendly Businesses Sector (Scrap Iron)	<p>To create an organised and standardised scrap iron industry that can generate sustained</p>	Ministry of Trade and Industry	0.600	0.800	0.500

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES					
	foreign exchange and employment, while promoting the circular economy.				
Export Capacity Building Programme formerly Development of a Business Development Program	To provide capacity and critical support towards increasing exports with a focus on improving the rate at which manufacturing firms are able to penetrate and establish a presence in international markets.	Ministry of Trade and Industry	0.500	0.000	0.000
Eastern Caribbean Institute of Agriculture and Forestry - Improvements to Facilities	To target investment in productivity-oriented research and technology, in agriculture and support food security.	Ministry of Education / UTT	3.200	7.000	7.000
Establishment of the Aviation Institute - UTT Camden Campus Phase 1 and 2	To provide courses of study that will encompass a multitude of aviation positions, jobs and careers which can contribute to national growth.	Ministry of Education / UTT	3.300	1.800	1.200



## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES					
Tourism Festivals	To capture the economic benefits, as well as, focus on developing a more structured and strategic approach towards other than Carnival events. These events can be recognized as international business opportunities and not purely state-sponsored entertainment.	Ministry of Tourism, Culture and the Arts	2.000	5.000	5.000
Development and Implementation of a Sport Tourism Master Plan	To develop a Master Plan through collaboration with other relevant Ministries and Agencies, as well as key stakeholders within the sport and tourism sectors. The Plan will increase direct revenue and foreign exchange generation through the hosting of a range of events that attract foreign investment and participation.	Ministry of Tourism, Culture and the Arts	0.975	2.000	2.000

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES					
Tourism Sites and Attractions Upgrade	To improve and enhance sites and attractions that will promote international and domestic tourism growth and generate foreign exchange earnings and savings – creating a Blue Economy.	Ministry of Tourism, Culture and the Arts	30.000	20.000	20.000
National Seed Bank Project	To utilize technology in measuring production and the sale of seedlings to raise productivity levels, by expanding output across all commodities.	Ministry of Agriculture, Land and Fisheries	3.000	0.860	1.530
Rehabilitation of Cocoa Industry	To apply research and development in the cocoa industry, as it opens up new possibilities for increased returns on investments in other commodities to improve competitiveness.	Ministry of Agriculture, Land and Fisheries	1.000	0.300	0.050

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency			
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES					
Development of Agricultural Niche Products (Hill Rice, Honey, Forestry Products for Diversification)	To support strategic Industries for value chain consolidation for the diversification of products such as Hill rice, Honey and Forestry products.	Ministry of Agriculture, Land and Fisheries	0.800	0.200	0.040
Local food production for Strategic Crops	To support strategic Industries for value chain consolidation.	Ministry of Agriculture, Land and Fisheries	1.000	2.000	2.000
Farm to Agro-processing	To capitalise on the existing manufacturing and logistics industries and the increasing demand for indigenous agricultural products. This will facilitate the development of additional products for domestic and foreign use.	Ministry of Agriculture, Land and Fisheries	0.800	1.000	0.200
Smart Agriculture Programmes (Artificial Intelligence)	To build and expand credible Agricultural databases that inform decision making, for better harvests and environmental conditions.	Ministry of Agriculture, Land and Fisheries	1.000	1.000	1.000

## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES					
Youth Business Park	To provide operational space for small businesses in the light manufacturing and agro-processing sector.	Ministry of Youth Development and National Service	5.000	3.000	3.000
Youth Entrepreneur- ship Hubs	To provide a dedicated space for youth entrepreneurs at a subsidized rental rate to showcase, market and sell their products or services. It will develop youth through skills training and mentorship, catering to all school leavers who are not taking up employment, including self-employment or starting on more advanced studies.	Ministry of Youth Development and National Service	1.000	3.000	3.000

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Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES					
Youth Business Incubator	To assist the development of youth entrepreneurs in the areas of laboratory and field testing, consultation, research and development and training. The project will target start-ups and early-stage youth entrepreneurs seeking to test the market viability of their product, service or technology solution.	Ministry of Youth Development and National Service	1.000	3.000	3.000
NEDCO - Business Accelerator Programme 2020 - 2024	To develop exceptional business persons and risk takers by facilitating mentorship, training and the forging of partnership and alliances with prominent business entities and groups.	Ministry of Youth Development and National Service	4.115	3.661	0.000
TOTAL			68.790	73.521	76.42

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### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES					
Renewable Energy and Energy Efficiency Initiatives	To contribute to the development of alternative energy sources and reduce the nation's carbon footprint and greenhouse gas emissions.	Ministry of Energy and Energy Industries	0.655	0.927	0.000
National Parks and Watershed Management Project	To develop the country's national parks, natural heritage sites and reserves.	Ministry of Agriculture, Land and Fisheries	2.000	0.800	0.800
Renewable Energy Initiatives	To source a standardized Wind Resource Assessment Project (WRAP) to ascertain the potential of Wind Energy for power generation. This is in keeping with T. & T's commitment to the Paris Agreement to reduce GHGs in the power generation sector.	Ministry of Public Utilities	3.000	0.038	0.020



## APPENDIX I

### SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2023-2025]

Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME V: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT					
Energy Conservation and Efficiency Programme for twenty-one (21) Government Ministries	To encourage best practice use in energy conservation and the development of alternative energy sources.	Ministry of Public Utilities	1.500	1.000	1.000
Development of the Eco-friendly Businesses Sector (Scrap Iron)	To develop a ‘green manufacturing’ industry which is critical to the manufacturing sector.	Ministry of Trade and Industry	0.600	0.800	0.500
Acquisition of Synthetic Aperture Radar (SAR) for the Detection of Oil Spills	To upgrade the information and communications technology (ICT) for radar systems located at Chaguaramas and Port of Spain.	Ministry of Energy and Energy Industries	0.270	0.270	0.270
Development of Ambient Water Quality Standards	To improve water quality standards through the collection and assessment of physical, chemical and biological data from the Rest West and Hillsborough West Watersheds at both inland surface waters and the coastal nearshore area.	Ministry of Planning and Development	1.820	0.000	0.000

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Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME V: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT					
Establishment of an Ambient Air Quality Management Programme (AAQM)	To increase the current number of AAQM stations from six (6) to seven (7), carry out the assessment of air pollution quality, and collect and utilize data from the monitoring locations to more accurately identify pollution trends and forecast air quality.	Ministry of Planning and Development	2.702	0.000	0.000
Development of the Mariculture Industry in Trinidad and Tobago	To create a demonstration facility at the Institute of Marine Affairs for the culture of marine organisms (mariculture) and to utilize the facility and outputs to inform decision making by potential investors.	Ministry of Planning and Development	0.720	0.000	0.000
Construction of Institute of Marine Affairs	To continue the phased construction of the facility, with the acquisition of the Freight Elevator, Chiller and Asbestos Testing.	Ministry of Planning and Development	1.637	0.000	0.000

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Programmes/ Projects	Objectives	Ministry/ Department/ Agency	Projected Expenditure		
			TT\$ Mn 2023	TT\$ Mn 2024	TT\$ Mn 2025
VISION 2030 DEVELOPMENT THEME V: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT					
Establishment of Marine Research Field Station in Tobago	To enhance and support the work of the Station, as it will allow for the undertaking of specialist research work in the natural environment.	Ministry of Planning and Development	2.000	1.500	1.500
TOTAL			16.904	5.335	4.090

## APPENDIX II

### PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP) 2023-2025 INDICATIVE ALLOCATION BY THEMATIC AREAS AND SECTOR

Thematic Area	Sector	3-Year Totals (TT\$Mn)	%
Building Globally Competitive Businesses	Agriculture	608.2	4.1
	Economic Restructuring and Transformation	302.4	2.0
	Foreign Policy and Trade Relation	5.0	0.0
	Industrial Development	8.8	0.1
	Manufacturing	172.2	1.1
	Tourism	270.9	1.8
	Youth Development and Entrepreneurship	411.9	2.7
	<b>TOTAL</b>	<b>1,779.4</b>	<b>11.9</b>

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### PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP) 2023-2025 INDICATIVE ALLOCATION BY THEMATIC AREAS AND SECTOR

Thematic Area	Sector	3-Year Totals (TT\$Mn)	%
Improving Productivity Through Quality Infrastructure and Transportation	Drainage	700.4	4.7
	Electricity	127.6	0.9
	Information Technology and Infrastructure	641.6	4.3
	Multi-sectoral Programme	.1	0.0
	Roads and Bridges	2,949.0	19.7
	Sewerage	192.0	1.3
	Transport and Communication	204.8	1.4
	Transportation	670.5	4.5
	Water Security	275.5	1.8
<b>TOTAL</b>		<b>5,761.6</b>	<b>38.5</b>
Placing the Environment at the Centre of Social and Economic Development	Energy/Renewable Energy	1.2	0.0
	Alternatives	110.4	0.7
	Environment		
<b>TOTAL</b>		<b>111.6</b>	<b>0.7</b>
Delivering Good Governance and Service Excellence	Administration	1,246.4	8.3
	Capacity Building/Institutional Strengthening	253.4	1.7
	Communication	22.7	0.2
	Law Enforcement	514.9	3.4
	Planning & Project Development	43.0	0.3
	Public Safety and Citizen Security	300.5	2.0
	Regional Development Planning	5.0	0.0
<b>TOTAL</b>		<b>2,386.0</b>	<b>15.9</b>

## APPENDIX II

### PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP) 2023-2025 INDICATIVE ALLOCATION BY THEMATIC AREAS AND SECTOR

Thematic Area	Sector	3-Year Totals (TT\$Mn)	%
Putting People First: Nurturing Our Greatest Asset	Community Development	800.4	5.3
	Culture	103.9	0.7
	Early Childhood Education	39.0	0.3
	Health	45.0	0.3
	Health/HIV AIDS	1,146.7	7.7
	Housing and Shelter	558.7	3.7
	Primary Education	272.4	1.8
	Science, Research and Development	12.8	0.1
	Secondary Education	197.9	1.3
	Skills Development	55.4	0.4
	Social and Community Services	1.0	0.0
	Social Development	114.9	0.8
	Special Education	21.1	0.1
	Sport and Recreation	520.6	3.5
	Tertiary Education	1,054.0	7.0
<b>TOTAL</b>		<b>4,943.9</b>	<b>33.0</b>
<b>GRAND TOTAL</b>		<b>14,982.5</b>	<b>100.0</b>

## CHART I

### THREE-YEAR PUBLIC SECTOR INVESTMENT PROGRAMME 2023-2025 PROJECTED FUNDING BY THEMATIC AREA

